

MARCH

NATION'S

1944

BUSINESS



See
MANAGEMENT'S
Washington
LETTER



THIS FIGHTER WEIGHS IN AT

8 TONS

ON OUR SCALES

AS YOU would see him on a scale, he would weigh 180 pounds of bone, muscle and fighting energy—a fine specimen of American manhood. But on the scales of the Army—and the Railroads—his “fighting weight” is . . . 8 tons.

This is why: the equipment, supplies, ammunition, food and other items required for every man going overseas average close to 8 tons. What is more, he needs *a ton a month* of all these things as long as he is over there. Or, just *twice* as much a day as the soldier in World War I.

So, you see, the railroad's job isn't only moving troops—but all they require, too. Therefore, if you should find travel not all that it used to be, the Pennsylvania Railroad asks you kindly to remember the above facts. We are doing our best to serve you. But military needs must come first, as all Americans would have it.

BUY UNITED STATES
WAR BONDS AND STAMPS



Pennsylvania Railroad

Serving the Nation



★ 41,454 in the Armed Forces ★ 97 have given their lives for their country

In war or peace
B.F. Goodrich
FIRST IN RUBBER



Meet the dragon wagon

A typical example of B. F. Goodrich development in rubber

"DRAGON WAGON" is what the soldiers call this tank recovery unit. It is a mammoth truck trailer powered by an army-designed tractor, big enough to carry a 30-ton General Sherman tank on its back.


On the battlefield, the dragon wagon is used to haul away disabled tanks, carry them behind the lines to a repair depot.

Tires for such front-line service presented an unusual problem. They had to be able to carry tremendous loads, to travel over rocks and desert

sand, to wade through mud and water — and to keep on going when hit by machine-gun bullets!

For many army jobs regular B. F. Goodrich truck tires did the trick. For combat service special tires were developed of extra-thick rubber. These tires are built in such a way that when hit by a bullet the extra-thick sidewalls can support the load. And the tires are locked to the rim so that even when flat, the tire hangs on to the wheel. The vehicle can still travel.

It's because of these military needs

that tires for civilians are scarce, but some are being made. Those for passenger cars are all-synthetic (99.8%) and are almost as good as pre-war tires. Truck tires aren't yet as good, especially in intercity service with overloads, but are being improved day by day. If you *can* buy tires, go to a B. F. Goodrich dealer or store. You'll get synthetic tires backed by 17 years of experience with synthetic rubber in all kinds of products. *The B. F. Goodrich Co., Akron, O.* 

B.F. Goodrich
Truck & Bus Tires

ONE WAY TO RELIEVE THE Motor Transport Crisis



The Vehicles and Men Available Can Do More Work!

RIGHT NOW highway transportation in every State in the Union is breaking down. Lack of vehicles and manpower is responsible.

The Office of Defense Transportation, which is charged with the duty of keeping highway transportation functioning, has called attention to the seriousness of the situation. So have officials of the War Production Board and the military services.

They see the urgent need for more vehicles and more men . . . *but we are not going to get enough because strictly military production must come first.*

What can we do? We can make the trucks and men that are available do more work!

How? By removing the restrictions which prevent the available vehicles and men from transporting the loads of which they are capable!

Every hour of every day trucks and trailers roll over the highways **underloaded**—because some State along the route has a weight limitation which is lower than the others.

The laws of the most restrictive State **control the entire haul!**

Thousands of extra tons of war material could be moved—**with existing vehicles and manpower**—if either or both of these two actions were taken by the States:

- Liberalize their vehicle size and weight laws in line with other States . . . or
- Establish reciprocity between States—permit a vehicle which is of legal size and weight in its "home" State to travel unmolested in all others.

That's all that is necessary to enable present vehicles and the men who operate them to do more work—and at least relieve the motor transport crisis!

What About Your State?

Do you live in a "bottleneck" State—or, is your State bottled up by adjoining States? If you want to find out how you stand, send for our booklet "Are the United States United?" or request it through the Fruehauf branch in your city. Read it—then write your Congressmen and State officials.



TYPICAL EXAMPLES OF WASTED HAULAGE CAPACITY



A VEHICLE
LOADED TO LEGAL
CAPACITY IN:

	N.Y.	N.J.	PA.	OHIO	IND.	ILL.
New York	—	1500#	16,500#	None	11,100#	21,500#
New Jersey	None	—	15,000#	None	9,600#	20,000#
Penn.	None	None	—	None	None	5,000#
Ohio	2250#	3750#	18,750#	—	18,750#	23,750#
Indiana	None	None	5,400#	None	—	10,400#
Illinois						

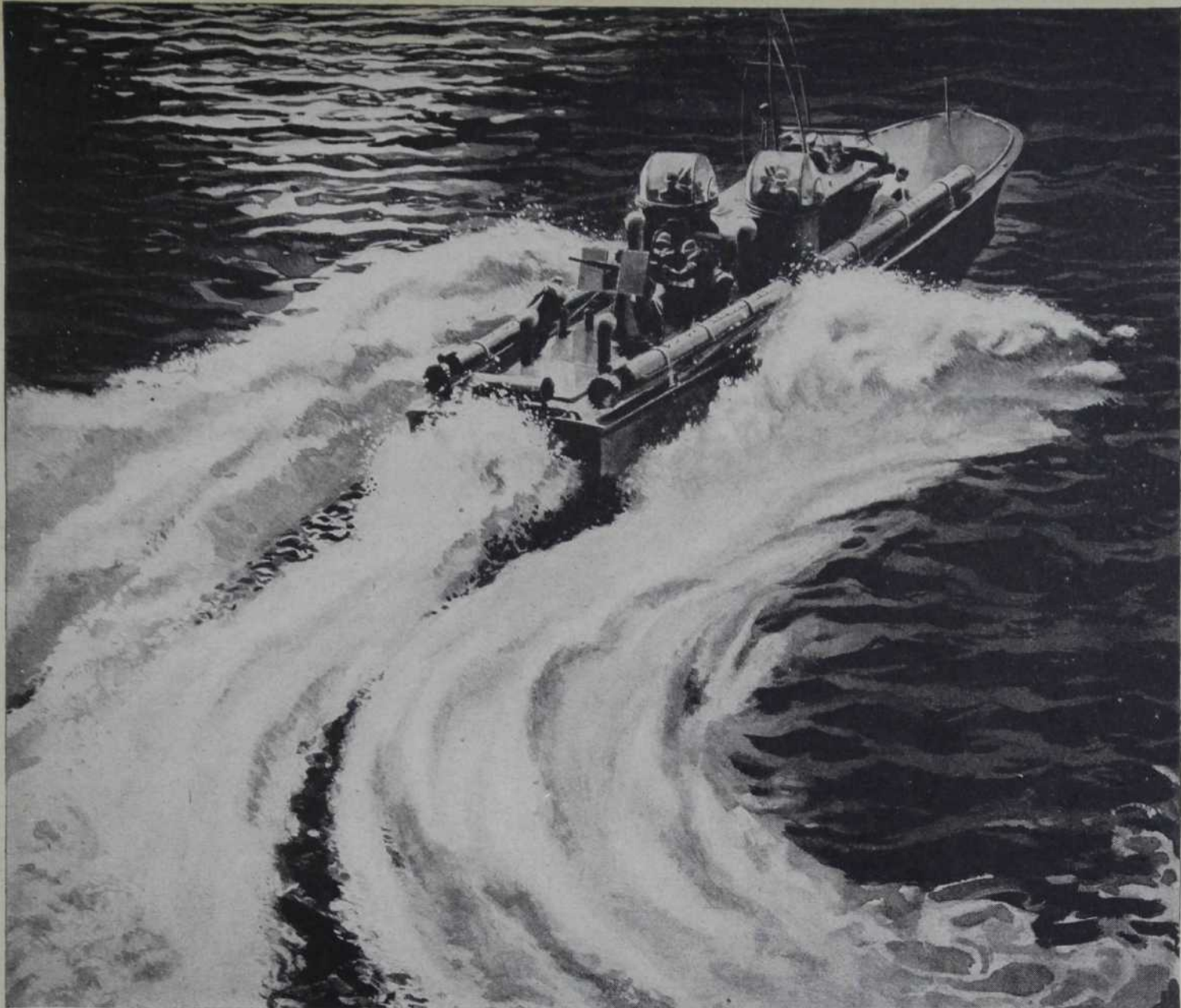
All States on This Route Permit More Than Illinois

(Weights are based on a practical application of the formulae in effect in various States for computing gross weight allowances.)

World's Largest Builders of Truck-Trailers

Service in Principal Cities

FRUEHAUF TRAILER COMPANY ♦ DETROIT



Don't let anyone give you a PT boat after the war. You'd go broke buying enough gasoline for her hungry engines. But right now, no price is too high to pay for added speed and power for our fighting PT crews.

How far could a "PT" go on an "A" ticket?

► A month's supply of "A" tickets would allow barely enough gasoline to warm up the three huge engines of one of these Jap-smashers. And it would have to be high octane gasoline to be of any use at all.

The point is that all our gasoline fighting machines—land, sea and air—require enormous quantities of high octane fuel. And that's why there's less gasoline in the U.S.A. for civilians—and less Ethyl fluid to raise its quality, in spite of stepped-up Ethyl production.

Every gallon of America's fighting gasoline contains Ethyl fluid.

Today, more and more Ethyl is going overseas. But someday—*after the war*—this high octane gasoline will stay home. Result: gasoline for automobiles, airplanes, trucks, buses and tractors of higher quality than Americans ever enjoyed before. Ultimately engines will be designed to

take full advantage of this gasoline.

In this post-war development, the Ethyl Corporation looks forward to playing a special part. Through our Detroit and San Bernardino laboratories, now busy with war work, we plan to work closely with automotive, aviation, tractor and petroleum engineers—helping them to get the most from post-war gasoline and engines.

ETHYL CORPORATION

Manufacturer of Ethyl fluid, used by oil companies to improve the antiknock quality of aviation and motor gasoline

CHRYSLER BUILDING, NEW YORK CITY





Land-Ho!

In a sealed stainless steel room at the aero-medical laboratory at Wright Field, U.S. Army medics are casting themselves adrift in rubber boats where they endure the equivalent of arctic blizzards, the blistering tropic sun, or torrential downpours.

Refrigeration and air conditioning for this weather room, as provided by York, places at the fingertips of these scientists, temperatures from 40° below zero to 150°F. above and humidity from 10 per cent to the saturation point. And this equipment, coupled with an ultra-violet "sun," huge blowers and facilities

for flooding the chamber with sea water or covering it ankle-deep in sand, provides the means of reproducing weather at any point on the globe.

As a result of the researches made possible by the weather room, these Army investigators see on their horizon, scientific, effective protection from sunburn, windburn, frost bite, salt water sores and other ills of exposure that have cost the lives of so many soldiers, sailors and flyers in this global war.

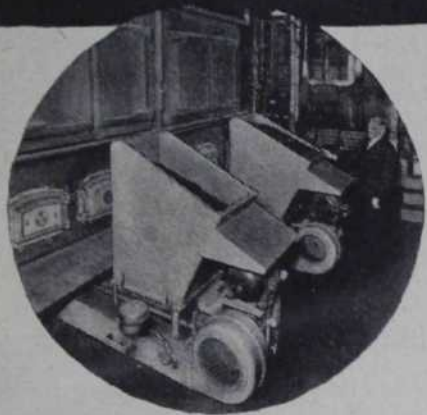
York Corporation, York, Penna.



YORK REFRIGERATION AND AIR CONDITIONING

HEADQUARTERS FOR MECHANICAL COOLING SINCE 1885

Iron Fireman Saves Fuel for the Nation ...for You



TODAY, fuel saving means more than just money saving—fuel saving is conservation for war. Every day, in heating and power plants across the nation, Iron Fireman automatic stokers are proving their ability to save coal in substantial quantities.

Iron Fireman stokers deliver more heat, more power with less coal. Iron Fireman firing automatically feeds just the right amount of coal—no more, no less—to maintain correct heat or steam pressure. And Iron Fireman automatic firing cuts manpower requirements.

Stokers now available

Due to Iron Fireman's ability to make less coal go further, new regulations make owners of heating and power plants (other than residential) eligible to apply for immediate stoker installations. Our nationwide organization of qualified factory representatives and dealers is at your service. Iron Fireman Manufacturing Company, 3212 West 106th Street, Cleveland, 11 Ohio.

Iron Fireman Manufacturing Co., Portland, Oregon
Cleveland, Ohio; Toronto, Canada

IRON FIREMAN

AUTOMATIC COAL STOKER



OUTSTANDING PERFORMANCE OF IRON FIREMAN STOKERS is the result of the application of sound principles of combustion and engineering. Coal is fired under forced draft, with automatic regulation of air and coal to produce efficient combustion.

Through the Editors' Specs

Tomorrow's work . . .

ALMOST three times as many boys prefer big business enterprises or the government service to jobs with small firms; but four times as many would prefer going into business for themselves, according to the results of a "career survey" made by the Institute of Student Opinion.

The Institute, sponsored by *Scholastic Magazines*, made the poll with the help of 1,230 affiliated high school newspapers. The students were asked:

"If you could begin your career in any of the following, and obtain the same income at the start, which would you choose— a) Government or public service; b) working for a large business or industrial corporation; c) working for a small business or industry; d) owning or managing your own business; e) a profession such as medicine, law, teaching or nursing; f) farming?"

Nearly 60 per cent of the 112,000 boys and girls who answered aspire to independent occupations.

All the students who voted were "depression children." That fact, points out M. R. Robinson, publisher of *Scholastic Magazines*, doesn't seem to have deprived most of them of ambition to continue "the American tradition of rugged individualism."

Ten second quiz

A FRIEND who "just stuck his head in the door to see if we were busy" found that we weren't and submitted a clipping with an invitation to "guess where it was published."

We couldn't guess. Can you?

"The period of governmental operation of the coal mines through which we are now passing should be a lesson to American coal miners, as well as all American workingmen, that the best interest of the American worker does not lie in governmental operation of industry. It has been demonstrated over and over again in every country in the world where governmental operation has superseded private enterprise, or through outright ownership or complete supervision, that governmental methods

invariably constitute an onslaught against established shop practices and the breaking down of customs established by long years of collective bargaining."

It appeared in the *United Mine Workers Journal* of January 15.

Meet the authors

IT IS something of a Washington custom, when impaled on a question of protocol or practically anything else, to ask Herbert Corey, so, naturally, we asked his opinion on the best man to write an article about Russia.

He introduced Junius B. Wood whom he met in Germany or somewhere years ago and has kept in touch with ever since, which speaks well for international news services because, as foreign correspondent for various American newspapers and magazines, Mr. Wood has been in all the continents and most of the countries of the world.

He was in Siberia with the American troops in 1919 and in Moscow from 1923 to 1926 when the first Five-Year Plan was being launched. Ten years later, he returned for another year. Since then he has never lost touch with Russia. See page 28.

Between whiles, Mr. Wood was assigned in Germany and, for an early issue, he promises his first-hand observations on that country and his predictions for its future.

This also seems to be a good place to mention Lee H. Hill who, on page 27, gives some circumstantial advice as to how to present a case before the War Labor Board. Mr. Hill knows this subject both as a business man—he is vice president of Allis-Chalmers Manufacturing Company—and as an industry member on various WLB committees.

Another authority in this issue is Herbert F. Goodrich who writes on commercial law. He is Judge Herbert F. Goodrich of the U. S. Circuit Court of Appeals for the Third Circuit.

Previously Judge Goodrich had been on the legal faculties of the University of Iowa, University of Michigan and the dean of law at the University of Pennsylvania. He served for a time as editor of

IT'S THE *Men* WHO MAKE THE *Erie*



Long hours . . . shortage of materials . . . lack of manpower . . . have not prevented the men of Erie and other American Railroads from solving the greatest transportation problem in all history.

And full credit should be given railroad men for their fine spirit of cooperation—their loyalty—their willingness to see the job through.

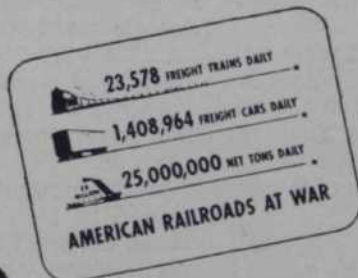
For it is these qualities in its men that made it possible for Erie to establish a new all-time record of 15 billion ton-miles last year, an increase of 26.4% over 1942 and 40% over 1941.

It is these qualities that enabled Erie to reach a new high record of average daily movement of freight cars.

It is these qualities that give good service to shippers and travelers at times when demands for transportation reach unprecedented new heights.

It is the *men* who make the Erie.

And these men will continue to give America the world's finest and most economical transportation in war or peace.



Erie Railroad

ONE OF AMERICA'S RAILROADS—ALL UNITED FOR VICTORY

Buy War Bonds and Stamps

the *Michigan Law Review*, has written many books and articles on the law and collaborated on others. He demonstrated his active interest in the subject on which he writes for us during his service as a member of the Procedural Rules Committee of Pennsylvania.

New dish for Popeye . . .

NO LONGER will fathers have to eat spinach to set an example for the youngsters. Spinach has a competitor. The name of this new vegetable hero is tampala, an "easily grown and nutritious green of oriental origin." Long considered a delicacy in China, its leaves and stems can be cooked together or separately, and the young crisp leaves may be used in salads. It takes from six to eight weeks for tampala to reach usable size but, being a tall, branching plant that grows from two to four feet high, repeated pickings can be made during most of the summer. The leaves are tender, with a mild distinct flavor; the stalks are suggestive of artichokes.

Trouble by the pound

OPA has been frowning on the grocers' long-established custom of selling most produce by the "bunch." Obviously a bunch is not an exact unit.

If a vendor should remove a couple of units from each bunch he would shortly have several additional bunches, and the price ceiling on that commodity would at least have been warped.

This could be overcome by a regulation requiring that produce be sold by the pound and such a rule is already in effect on citrus fruits.

It is proposed for other kinds of produce in the near future. In the opinion of men who know the food industry, this will not work for a very practical reason.

The method requires either more scales or more workers, and there is none of the one and few of the other.

Two techniques are possible in selling by weight: In self-service, the customer selects the produce she wants, weighs it and then takes it to the checker who check-weighs it. That requires two scales. The other method is for a clerk to weigh the customer's selection and then write the weight on the package for the checker's guidance. That requires more clerks.

One large, self-service chain estimates that it will need between 6,500 and 7,500 more scales if it sells produce by weight. Chains generally, according to one sample survey, need 1,000 new scales right now—would need 30,000 under the proposed rule. The fact that scales now subject to ordinary wear, would take a terrific beating if all produce was weighed, accounts for the discrepancy.

WPB has so far released no material for new scales. The supply of used scales is almost entirely gone. Just the same OPA still plans for weighing produce—except carrots which will continue to be sold by the bunch. Nobody we talked to knew why.

**TO HAVE BEAUTY..
AND AN EYE FOR
BUSINESS, TOO!**



An unusually large number of beauty aids are waiting to be applied to the face of postwar business.

Imagineers can set to work in this field with gusto and engineer the present appearance of equipment and products into obsolescence. It will make the better-world-to-live-in also a better world to look at; more vital, it is one of the most effective ways of creating jobs.

After V-day rush, there may well be plenty of need for stimulation.

Alcoa Aluminum, for one, can lend the appeal of dyed-in-the-metal colors to myriad new and renewed civilian products. Shiny or matte surfaces; nonglaring black or glistening pastels; persuasive gold, exciting reds or soothing blues.

How soon, depends upon the war, of course. That is and will continue to be our *first* job. Alcoa production is ample enough for us

to hope that it may be *quite soon*.

One thing sure—when Alcoa Alloys are again available for civilian goods, the combination of strength, light weight, resistance to corrosion, the extremely versatile and attractive appearance, with the rest of the dozen advantages of aluminum,

will strike a good sized spark for the much needed postwar boom.

Whatever your own part in this future, the appearance of what you make is the point at which your product will be first judged.

And if you depend upon an aluminum alloy—as you will if you want strength, lightness and beauty—you will need absolute assurance of uniformity in color and in workability.

Uniformity in the manufacture of aluminum comes not merely from the mechanical controls which can be pretty generally taken for granted in American industries today, but also from an essential human element—*knack*. It is personal control contributed by individual worker's long-time familiarity with aluminum.

Alcoa is a synonym for *knack* with aluminum.

ALUMINUM COMPANY OF AMERICA,
2125 Gulf Building, Pittsburgh, Pa.


Appearance

ONE OF

12 REASONS FOR USING

ALCOA

ALUMINUM



IN OUR December number we attempted to give our readers a passing smile with a cartoon which showed two attractive girl workers in a war plant. This note is by way of an open letter to those people who wrote us complaining that the girls were not properly dressed for safety—and especially to the gentleman who merely chided, "Tsk, Tsk, NATION'S BUSINESS," and enclosed a hair net which our secretary is now wearing most becomingly.

Hastening to make amends, we got the cartoonist to repeat the girls, dressing one in accordance with the best safety practices and leaving the other as she had been originally dressed—to show the depth of his shame. The result may be seen on page 39.

Incidentally, this involved more difficulty than you would imagine because, between drawings, Cartoonist Jimmy Caborn became Private Caborn of the U. S. Army.

Seabee is woman's conscience . . .

A LETTER from a "Seabee" to a local paper tells of a dramatic struggle between cash-in-hand-desire and the will-to-be-patriotic:

"I watched a smartly dressed woman walk up to the Pennsylvania Avenue Post Office war bond window and with a guilty look take four bonds out of her purse. Her eyes caught mine.

"In about five seconds she tossed the about-to-be-cashed bonds back in her purse, snapped it closed and strode out with her head high and a triumphant look on her face. When I go overseas I know one American who is squarely behind me with at least four war bonds."

What we want to know is: Why did it take a Seabee as long as five seconds?

Investment suggestion

IF THE home folks knew how much good their dollars given to the Red Cross do, they would give twice as much.

It is hard for a civilian, who has lived 20 or 60 years without need of contact with the Red Cross, to realize that, in the armed forces he might easily call on the Red Cross a dozen times a year—and receive help at other times without calling.

Before the soldier, or sailor, leaves this country he may need the Red Cross. If there is sickness in his family, the Red Cross will check for him and if necessary see his superior officers and get him an emergency furlough. If he has no money for this furlough, the organization will lend it to him.

When our soldier or sailor has gone across, the Red Cross is just as necessary to him. Even more so. We do not need to recite again the stories of blood plasma, of prisoners of war, of overseas servicemen's clubs, of rehabilitation of wounded, of recruiting nurses for the services. You have read them, and many other activities of the Red Cross.

During March the Red Cross is making its War Fund Drive. Every American citizen will welcome the opportunity to contribute.

FACT OR FICTION?

47 second test from the "Main Street of the Northwest"



Q. Canning of fresh food was invented in a French candy shop. Fact or fiction?

A. Fact. In 1809, Perfection of modern canning is found in 2 million cases of Washington-Oregon fruit shipped yearly via Northern Pacific.



Q. Venice has no gondola monopoly; thousands are in use in America. Fact or fiction?

A. Fact. U. S. gondolas (open top freight cars) hauled nearly 2 million tons of crushed rock ballast in 1942-3 to improve Northern Pacific tracks.



Q. Northwest wheat growers grind their own flour for home use. Fact or fiction?

A. Fiction. Farmers buy much of the 400,000 tons of flour—enough for 76,190,476 loaves of bread—hauled yearly by Northern Pacific Railway.



Q. Some farms in N. P. territory wait 50 years for harvest. Fact or fiction?

A. Fact. Lumbermen have registered 2,250,000 acres of tree farms in Washington and Oregon on which they will cut only 50-to-100-year-old trees.



Q. "Main Street of the Northwest" is the name of a novel. Fact or fiction?

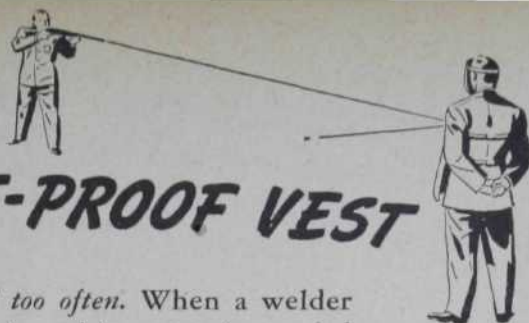
A. Fiction. It's the Northern Pacific Railway, known as "Main Street of the Northwest" because it links more of the Northwest's population centers.



NORTHERN PACIFIC

MAIN STREET OF THE NORTHWEST

THE LAMP WITH THE BULLET-PROOF VEST



IT happened too often. When a welder was working, his extension cord lamp, hanging or lying nearby, was bombarded by particles of white-hot steel, breaking the bulb. That meant time wasted to get a new bulb . . . slower work.

G-E Research brought an answer to this problem. Soon, welders were using a new G-E rough service lamp coated with a tough, resilient film of lacquer . . . a lamp with a "bullet-proof vest" that resisted welding spatter, helps speed war work.



This shows how tiny "bullets" of molten metal used to bombard and damage a welder's lamp.

This shows how the new G-E lacquer coating deflects spatter "bullets", helps lamps last longer.



The same G-E research, which licked this war production problem, helps give you the best lamps for every lighting need. And always its aim is to make G-E lamps stay brighter longer.

G-E MAZDA LAMPS

GENERAL  ELECTRIC

Hear the General Electric radio programs: "The G-E All-Girl Orchestra", Sunday 10 p. m., EWT, NBC; "The World Today" news, every weekday 6:45 p. m., EWT, CBS.



BUY BONDS FOR VICTORY



THERE ARE STILL UNDISCOVERED CONTINENTS

COLUMBUS had a definite goal—a westbound sea route to Asia. But what he found was a new continent—a new source of Nature's wealth.

Modern research also has its goals: it, too, is discovering new resources. Starting from the knowns of science, it charts its voyages into the unknown. Behind each voyage is a theory that there is a passageway.

But research doesn't hold stubbornly to its theories. If it finds islands instead of a continent, it accepts them, for it expects the

unexpected. It studies their relation to the known lands of science. And on the basis of its increased knowledge, it makes revised plans for progress. In science there is always a continent ahead.

Just what research will disclose can never be forecast. But history has proved that from research flow discoveries of value to mankind. From Bell Telephone Laboratories there has poured a full stream of improvements in the telephone art.

Bell Telephone Laboratories has kept America leading the world in


telephony. And its researches have contributed importantly to other arts of communication—to the phonograph and sound-motion pictures, to radio broadcasting and television.

Today, as ever since Pearl Harbor, its efforts in research and design are devoted to the war needs of the nation.

When peace comes, its organized teams of research scientists and engineers will continue to explore and invent and perfect for the improvement of telephony.



BELL TELEPHONE SYSTEM



A clerk in Milwaukee asks:

Is the production of bituminous coal keeping pace with America's war needs?

The answer is truly inspiring! In 1943 our mines produced 585,000,000 tons of bituminous coal — the greatest amount of coal ever mined in one single year in the United States or any other country.

The only year that approached it was 1942, and 1943 beat that by more than 5,000,000 tons.

This showing is all the more remarkable when you consider that more than 70,000 trained mine workers are in the armed services or in other war-essential industries — and that, during the year production of more than 65,000,000 tons was lost because of strikes, slowdowns and unwarranted absenteeism.


One thing that made this vast volume of production possible was the investment of \$400,000,000 in mechanical safety and operating equipment during the past twenty years. This investment was made, for the most part, in the depression years. The foresight of the bituminous producers in making so heavy an investment in new equipment at a time so critical is now finding its reward in today's production records.

We welcome your
QUESTIONS
about our
Industry

A merchant in Baltimore asks:

Can miners' children get a good education?

They certainly can. Miners' children have as good a chance to acquire an education as have children anywhere in the United States. State school laws and Federal child labor laws apply equally to all children of school age. In fact, miners' children often have educational and recreational advantages above the average. Many mine companies encourage and support playgrounds, summer camps, libraries, elementary schools, training schools, child-care and home guidance programs. When a miner's children grow up they are as free and well-qualified as any other children to choose their own occupations. Thousands of miners' children go on to college and technical institutions or take extension courses offered by State Universities.



and that the men who work in the mines live pretty much the same kind of lives as workmen everywhere.

The bituminous producers gladly accept this assignment to keep you informed and up to date on their business. They consider it a part of their duty as good citizens, good employers, and producers of America's No. 1 source of heat and energy.

BUY MORE WAR BONDS

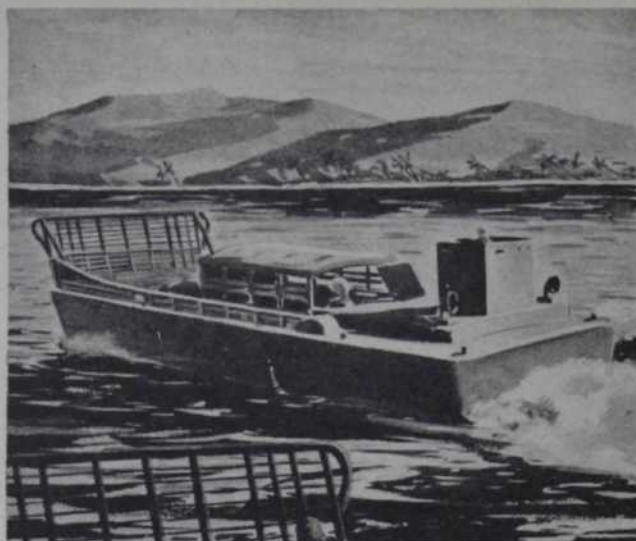
BITUMINOUS COAL
Institute

60 East 42nd Street, New York 17, N. Y.

Nearly everybody has ideas and opinions about bituminous coal and the men who mine it. Doubtless many have questions they'd like to ask about the industry.

We are eager to answer such questions, because we are glad to tell you about our industry. Its practices and policies are an open book.

You will find, as we answer your questions, that the operators are taking their responsibilities seriously,



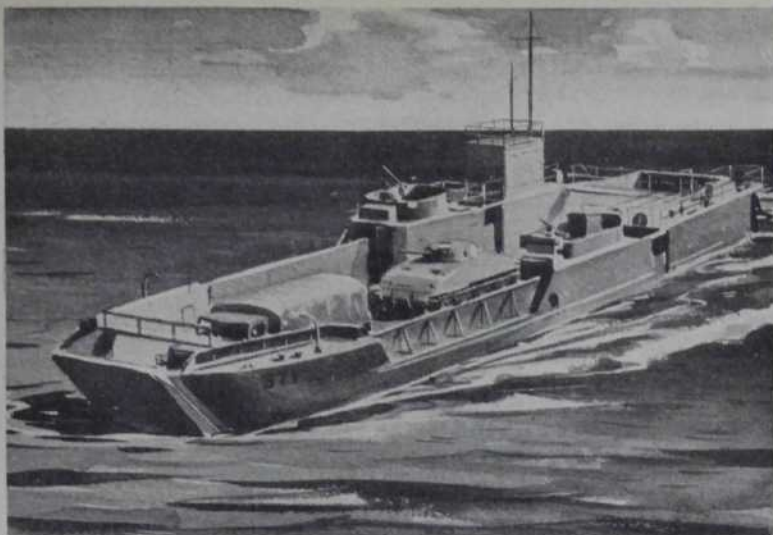
LCM (Landing Craft Mechanized) 50 ft.



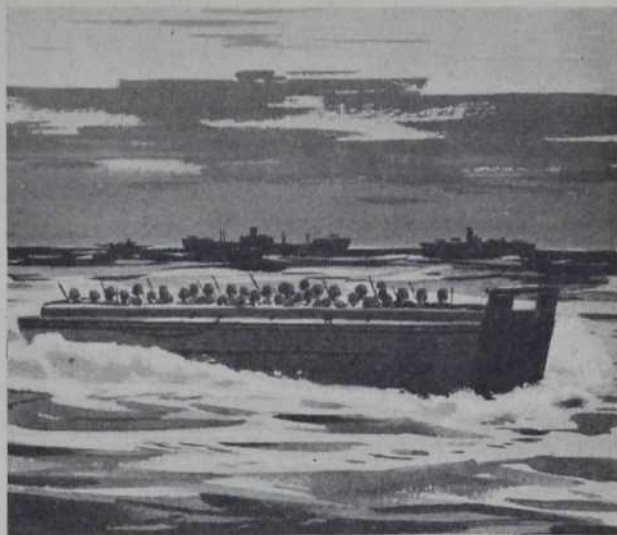
LCI (Landing Craft Infantry) 157 ft.

LST (Landing Ship Tanks) 328 ft.





LCT (Landing Craft Tanks) 105 ft.



LCV(P) (Landing Craft Vehicle Personnel) 36 ft.

AMERICA'S FIGHTERS MOVE IN —WITH GM DIESELS

IN the face of enemy fire these remarkable invasion boats nose in on enemy shores and pour out America's tough fighters and fighting equipment.

They move on split-second orders—must get in and out again by themselves—on the dot, come hell or high water.

It's the kind of service that calls for utmost reliability and quick response.

In these capable craft—from the 36-foot LCV(P) to the big 328-foot LST—you find the engines America and our Allies know so well, General Motors Diesels.

To these engines are assigned the jobs that call for the greatest dependability the engine world knows.



ENGINES . . . 15 to 250 H.P. . . DETROIT DIESEL ENGINE DIVISION, Detroit, Mich.
Engines of this series power the LCI and all the smaller landing craft

LOCOMOTIVES ELECTRO-MOTIVE DIVISION, La Grange, Ill.
Engines from this Division propel the giant LST vessels

ENGINES . . . 150 to 2000 H.P. . . CLEVELAND DIESEL ENGINE DIVISION, Cleveland, Ohio
More than 40 types of Navy vessels are powered by engines of this Division

Don't look now, but that's a Rubber Plantation, 1944 Model



THE sprawling plantations of the equatorial Far East which in peacetime supplied our crude rubber needs now are fenced off from us by a ring of enemy steel.

But plans go indomitably forward to produce in America this year as near as can be to 30,000,000 tires for civilians, from synthetic rubber plants not in existence 24 months ago.

It took the best that science, the rubber

industry and government could give, to make that come true, but it is true, and it cancels a deadly threat to the pace of the nation's war program.

How fruitfully it has come true is perhaps nowhere more vividly illustrated than in the stalwart Goodyear synthetic rubber tires pictured here, now being built for sale to eligible drivers.

These big, tough, springy tires really had their origin in Goodyear research

long ago, almost two decades before that research was housed in the million-dollar laboratory which shelters it today.

They are greatly advantaged by Goodyear's long experience in handling synthetic rubber, a knowledge that dates back beyond the granting of our first synthetic patents in 1927.

Direct descendants of America's first all-synthetic rubber tire, produced by Goodyear in 1937, they benefit from our work in building for the Army the first tires wholly made from synthetic rubber produced in the new government plants.

We are confident you will find them to be the best tires being built today, representative of that standard which for years has made "more people ride on Goodyear tires than on any other kind."

Let's all
Back the Attack
with War Bonds

NO OTHER SYNTHETIC RUBBER TIRE OFFERS YOU THESE ADVANTAGES

- 1—Twenty years' experience with synthetic rubber
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NATION'S BUSINESS for March, 1944

MANAGEMENT'S

Washington LETTER

A last minute roundup by a staff of Washington observers of government and business

YOUR EMPLOYMENT POLICIES safely may be guided by fact that labor conscription bill is dead, so far as Capitol Hill is concerned.

Organized labor hit it a terrific wallop early in first round, and victim never fully regained consciousness.

Basically a political maneuver, rather than a win-the-war item, the labor-draft threat did nevertheless accomplish two great purposes: (1) it warned anew against war-time strikes; and (2) it partially cooled explosive indignation of military services over incessant strike turmoil on home-front.

► BUSINESS OVERHEAD will increase appreciably when new federal excise taxes become effective.

Long-distance phone tax hiked from 20% to 25%; telegraph and cable tax upped from 15% to 25%; local phone tax up from 10% to 15%; railroad tickets, from 10% to 15%.

Admission tax doubled.

Local postage increased from 2 cents to 3 cents per ounce; air mail from 6 cents to 8 cents per ounce; mail insurance and C.O.D. fees doubled; registered mail fees upped one-third.

Treasury will announce effective dates about 10 days in advance.

► MANY RETAILERS also will be called upon to collect higher sales taxes.

Retail furs, toilet preparations, and luggage is doubled, from 10% to 20%.

Distilled spirits advanced from present \$6 to \$9 per gallon; beer, from \$7 to \$8 a barrel; wine tax increased 50% on ordinary and 100% on fortified types.

Club dues tax advanced from 11% to 20%; electric light bulbs, 5% to 20%.

Entertainment will be higher, too, for new bill places a flat tax of 30% on total night-club or cabaret check! (Local sales taxes then added in 18 states.)

Social security taxes continued at 1% each for employee and employer through 1944.

► CONTROLLED PRODUCTION of non-war metal goods has been planned to last detail by WPB Civilian Requirements Committee.

General pattern of operations is evident in recent allocation order covering 400,000 aluminum pressure cookers to six manufacturers (L-30-d); also electric irons.

Heretofore metal allocations have been in general terms, not to selected factories for specified items. New order assigns manufacturing quota to each producer, limiting output on each size and type.

(Last year's pressure cookers were war models of carbon steel. This year's—all to be delivered by July 1—will be pre-war aluminum types, prohibited since January 7, 1942.)

Copper, tin and steel alloys also released for valves and gauges.

New cookers will not be rationed at retail level.

► LIGHT HARDWARE also is covered by L-30-d, which authorizes production of kitchen, household and garden tools containing not more than 5% iron and steel by weight.

This starts production on a long list of wood and plastic gadgets using only small amount of metal in joints, handles and bearings.

► LANGUAGE OF NEW ORDER indicates scope and method of civilian control program through reconversion period: "This direction tells what types of pressure canners may be made, who may make them, and how many may be made."

WPB also reserves right to transfer metal allocations at will, to overcome regional manpower shortages, or to relieve production facilities still taxed by war contracts.

► WHEAT RATIONING for animal feeds is being organized by WFA; flour allocations appear likely by August, depending on extent and severity of Mid-west drought.

(Kansas precipitation through December was only 72% of normal.)

Livestock producers and poultry men will be limited to 25% of 1943 feed wheat; 96,000,000 bushels in 1944, including imports, against 400,000,000 in 1943 crop year.

All other kinds of animal feeds are about equal to last year.

With every feeder limited to wheat

tonnage quota, new program will tend to freeze meat and poultry production sharply below current levels.

No arrangements yet have been made to control distribution of milling wheat for human consumption, but, depending on supply, WFA later may limit each flour mill to 100% of 1943 grind.

Final estimate of 1944 U.S. wheat crop will not be available before May.

► PART-TIME FARM LABOR from cities and towns will be a vital factor in 1944 food harvest, says WMC survey.

Recruiting and assignment of supplementary white-collar labor forces is an urgent war activity for local chambers of commerce, in cooperation with county agricultural committees.

Manpower Commission estimates U. S. farmers must recruit 3,400,000 additional workers before July.

"The bulk of the additional labor will consist of women and young persons already resident in farming areas." But two other groups await recruiting in each community: (1) high school and college students on short vacations, and (2) factory and office workers available for two or three hours in evening, between quitting whistle and dark; also weekends for both groups.

Such emergency recruiting of industrial workers must provide bulk of additional farm help at seasonal harvesting peak, May through October.

You can help by reasonable adjustments in working hours in plant or office.

Here's a real opportunity to team up with your local farm committee!

► EXCESS MACHINE TOOLS present a special problem in post-war industrial reconversion, says report of industry committee urging government-financed liquidation program.

In line with our article on page 52, a bill by Senator Murray would create Machine Tool Utilization Committee, composed of representatives of Army, Navy and Smaller War Plants Corporation, to purchase excess tools.

Training schools desiring equipment for industrial education programs and vocational rehabilitation of veterans would have first call on old tools.

Murray estimates that during three years, 1941-43, total U.S. production of machine tools was about \$3,000,000,-000, "more than our total output for the 20 years preceding Pearl Harbor."

Post-war excess inventory will include at least 300,000 machine tool items.

Exclusive war tools would be stockpiled for national defense, but many other items will be available for export to help reestablish domestic industries of Europe and develop new industrial production throughout Latin America.

Five machinist labor unions are supporting government liquidation program, to avoid depressing machine tool capacity in U.S. post-war industries.

► BOMBING OF GERMAN INDUSTRIES now is clearly visible (and measurable) in military terms at battle fronts—after a time-lag which appeared to challenge the very theory of sustained bombing attack.

Returning military observers explain that, because of great German stockpiles, bombing results did not show at front during first four months. New time-table indicates an expected lag of 10 to 15 weeks between destruction of raw material stores and the military impact at front. In plants making parts, time lag is 30 to 60 days; but bombing of final assembly plants shows at front in 2 to 3 weeks.

Applying these new "lag-tables," military intelligence accurately clocks general enfeeblement and disintegration of Nazi military machine, against final doom of coming 3-pronged invasion.

► MARITIME COMMISSION is first major war procurement agency to establish a special division and complete procedure for handling liquidation of excess materials and equipment.

New Surplus Property Section of the Procurement Division controls disposition or storing of left-over inventories.

First pick goes to ship contractors at other yards; then, other government agencies; next, to other war contractors; then WPB-approved civilian industries; finally to competitive bidders.

These priorities will prevail on all Maritime surplus material.

Sales to other war industries, or to approved civilian industries may be on negotiated basis, if WPB approves end-use of material.

If you can use Maritime equipment, ask for monthly catalogue of surplus stocks. All sales will be handled by district purchasing officers of U.S. Maritime Commission, at New York, Baltimore, Norfolk, Seattle, Savannah, Philadelphia, Chicago, New Orleans, Portland, San Francisco, and San Pedro.

► STEEL PRODUCTION MAP of U.S. changes fundamentally this month with charging of furnaces in new \$180,000,000 plant at Provo, Utah—the first fully-integrated steel plant west of Rocky Mountains; covers 1,600 acres, with annual production capacity of 1,280,000 tons.

(Quicker, shorter shipments to all Pacific and Mountain States.)

Besides open hearth furnaces, plant includes coke ovens, blast furnaces, iron casting facilities; ore, coal, and coke equipment; operates nearby coal mine producing 8,500 tons daily, and limestone and dolomite quarry 25 miles distant.

► BOTANICAL CHEMICALS from recaptured areas in South Pacific are beginning to move once more in international trade, especially essential oils, resins and gums.

Australia, New Guinea and Ceylon are new assembly points for reviving Far East trade formerly conducted through Manila, Singapore, Shanghai and Batavia.

WPB has established Natural Resins Importers' Advisory Committee to consult on allocation of shipping space governed by M-63.

(In North Africa, all botanical purchases are being handled by the United States Commercial Company, importing corporation owned by the Office of Foreign Economic Administration; State Department urges trade with recaptured Pacific areas also be handled by government corporation.)

Significance: Decision touching chemical and gum trade later may become pattern for natural rubber procurement in South Pacific.

► BITUMINOUS COAL PRICES still may be fixed in certain areas by schedules proclaimed under old Guffey Coal Act, which expired year ago, OPA rules. In some districts, Guffey Act prices are higher than current OPA ceilings. Extension runs through April 30, 1944; applies only to southern West Virginia, Kentucky, Tennessee, North Carolina; Missouri, Kansas, Oklahoma, Texas; Wyoming, Idaho and Utah.

► CONSTRUCTION INDUSTRY seeks relaxation of WPB restrictions to take up slack developing with completion of war building program.

Accomplishing the "impossible," U.S. builders now have practically completed

the needed war plant; must find new work in civilian construction not yet authorized by WPB.

Nationwide survey for December shows synthetic rubber plants better than 95% completed; aircraft plants 86% completed. (Both of these categories will be finished before end of first-quarter.) Our 100-octane gasoline plants, chemicals, ordnance and all military camps and reservations are 75 to 95% completed.

Whole construction and tooling program (estimated total \$15,000,000,000) is better than two-thirds finished.

► PERU IS PROUD of her new Goodyear tire factory; uses native, natural rubber; produces 100 tires daily—minimum domestic needs; none for export. (Total motor registration, 28,000.) Is first country in world to become wholly self-sufficient in rubber since Pearl Harbor.

► EVERY EMPLOYER should understand backstage maneuvers in the steel wage case before WLB, for it promises a new cost-of-living index for computing increases within Little Steel formula.

This new base, if accepted by WLB, would allow horizontal steel wage increases of 12 to 15%—but still accord with policy back of Little Steel formula.

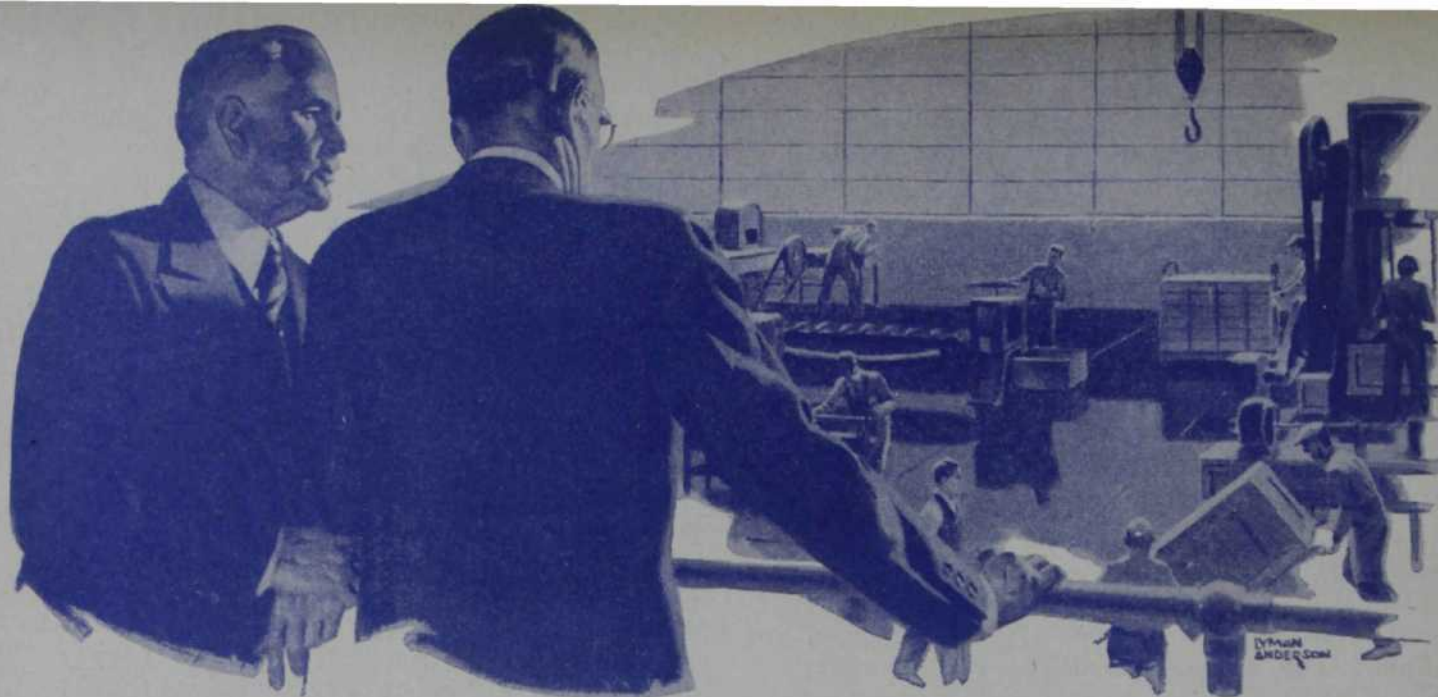
Expected steel increase will complete cycle for three basic industries during last year—advances in coal, rail, steel wages.

New cost-of-living index also would pave way for general wage readjustments in other industries.

As insurance against rumored prehearing agreements, steel attorneys insist they be given a voice in naming industry representatives on WLB panel.

Usually, WLB hand-picks its own panels, without consultation with industry.

WASHINGTON BUSINESS BRIEFS: Political turmoil in Bolivia has curtailed tin production temporarily; restricted exports of quinine barks....WPB has removed controls on production of chrome steel and ferroalloys; frozen stainless steel inventories also released, but no new production authorized as yet....Army will loan limited coal supplies to relieve civilian shortages near camps....ODT authorizes special gasoline rations to move new trucks from factory to sales outlets....Office of Civilian Defense is distributing 15-minute radio comedies "dealing with home-front war problems, without guns, planes, tanks or battlefields."



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"Congress should take every necessary step to see that our form of government is preserved"

Executive Law at the Bar

By LAWRENCE SULLIVAN

CONGRESS is taking a new and lively interest in *government*! Eight special committees of the House and Senate are watching day-to-day operations of the administrative departments. Senator Byrd heads a joint committee aiming at elimination of non-essential federal expenditures. The Truman Committee is watching raw material controls. The Smith Committee of the House has been inquiring into dictatorial administrative orders from OPA, WLB, and WFA. The Boren Committee of the House has looked into the new federal crusade for grade-labeling, and now is taking testimony touching production controls and allocation of newsprint, paper and container fiber board. Another House committee is digging into the national food picture, and a special committee under Sen. James E. Murray, of Montana, is inquiring into the future of small business. Three committees recently have explored the whole field touching renegotiation of war contracts, and another is finding out about contract termination.

So many investigations at one time mean that government—on the admin-

EIGHT COMMITTEES of the House and Senate are now investigating federal administrative agencies, to shield citizens against unconstitutional encroachments of hasty rules made by executive order

istrative side—somehow has got off the beam.

The mail bag tells Congress that people are being put out of business; administrative orders are confused, conflicting, often overlapping. So Congress, through these committees, has set itself up as a sort of general court of appeals—a last resort of refuge for citizens who feel that their enterprises are being hobbled unnecessarily by Washington.

This development on Capitol Hill demonstrates once more a fundamental vitality of our American constitutional scheme—the fact that, with three equal and coordinate branches of government, there will always be an orderly course of appeal against excessive zeal or op-

pressive manipulation of power in any one segment.

The new temper of Congress was presented dramatically recently by veteran Rep. Hatton W. Sumners, of Texas, Chairman of the House Judiciary Committee, before the New York State Bar Association.

"We in America are drifting away from our democratic form of government, toward some kind of totalitarian government. There's no use kidding ourselves about it. Not one of us here can assure his children or grandchildren of the privilege of democratic government in the future."

Representative Sumners has been in Congress 30 years. He is not an alarmist.

He seldom addresses the House. But, as chairman of the Judiciary Committee, he has enjoyed rare opportunities to watch the minutiae of "government by proclamation," as developed during the past decade under the sweeping delegation of legislative powers to the Executive Branch.

Congress is aware of the recent White House announcement that the "New Deal" is to be jettisoned in favor of more aggressive action toward victory. But neither the House nor Senate yet is satisfied that bureau crackdowns have been checked or curbed to the extent required to insure a vigorous revival of the philosophy and spirit of American enterprise.

Officials exceed authority

REP. Howard W. Smith, of Virginia, chairman of the special committee investigating the executive agencies, has said:

"We must bring these administrative rules and orders back within the bound of due process. Our inquiry is in response to an almost universal complaint throughout the country that various persons employed in the executive agencies are daily exceeding the authority granted them. Of course we are at war, and we must win it. But I do not want this country to awaken after we have won the war to find that we have lost the form of government that was founded here 150 years ago. We should be careful in this Congress to take every necessary step to see that our form of government is preserved during the emergency."

Turning its spotlight on the War Labor Board, the Smith Committee traced out for the first time what really happens to a business enterprise when it refuses to accept the WLB's maintenance-of-membership clause and the federal Government takes over under a war-powers executive order.

The story, that of the S. A. Woods Machine Co., of Boston, is told in some 500 pages of the Committee hearings. H. C. Dodge, president of the company, says the business is being "liquidated." The Army contends it merely has been "leased" until June 30, 1945. The committee draws no conclusions, letting the record speak for itself.

The Woods' Company normally supplies about half the woodworking machinery placed in the U. S. It had been in business for more than 90 years and never had experienced a strike, "or a serious labor difficulty until this proceeding before the War Labor Board." In World War I the company delivered more than \$50,000,000 worth of war goods without difficulty with federal agencies.

In the fall of 1939, it obtained an army educational order for three-inch shells. A year later it had expanded its pay roll from 200 to 950 employees. The war work was segregated in a special plant, separated from the "commercial" plant by a rail spur and team track, but both buildings were heated and lighted from a single boiler room, and all engineering and office services were used jointly.

After an election on May 3, 1941, the company executed a one-year contract with the United Electrical and Machine Workers of America, CIO. This contract, which covered only the shell plant, did not provide for a closed shop. When it terminated, May 5, 1942, UEMW officers requested negotiations looking to a new contract.

Meanwhile, April 6, 1942, the same union organized the commercial plant. This was a distinct bargaining unit.

The UEMW's new draft contract for the shell plant demanded wage adjustments, a closed shop, compulsory arbitration, increased vacation allowances and more favorable standards in the incentive pay plan.

Differences on all these issues, except maintenance of union membership were cleared up at a six-day WLB hearing. When company stockholders in a special meeting refused to accept that, WLB referred the matter to the White House and the President directed the Secretary of War to seize the "plant." On Aug. 18, 1942, Maj. (now Colonel) Ralph E. Gow took possession, both of the shell plant involved in the dispute, and the wood-working machinery plant.

"One of the first actions of the Army when it went into the plant was to reinstate three employees whom the company had discharged because they had left the premises during working hours to obtain refreshments and had spent an inordinate time obtaining them. . . . The Army had extended smoking privileges to the men in the shell plant. . . . The insurance underwriters subsequently issued a report stating that the smoking privileges in that plant constituted a serious fire hazard."

After taking over the Woods plant, the Army cancelled all munitions contracts with the company. New contracts then were made for the same items, with the Murray Company, Dallas cotton gin machinery manufacturers. On three-inch shells the Woods contract price was \$2.70 each. The new contract priced this item at \$3.40 each. On the 75-mm shot the Woods' price of \$3.52 was increased to \$4.20.

The new operator soon took on additional government orders for radar equipment and began gradually to liquidate the Woods business in wood-working machinery.

A third item, another type of 75-mm shell was priced at \$2.85 in the Woods contract and "somewhere around \$3.30 to \$3.45" in the new contract.

Woodworking plants slowed

SOON the War Production Board began to receive telegraphic appeals from lumber and woodworking plants throughout the country, that they could not get repair and maintenance parts for Woods equipment. One Pacific Coast mill wired the Smith Committee in November, 1943: "Our entire output of 3,500,000 feet per month depends on continuous operation of our S. A. Woods planers. Also protest inexcusable delay in shipment of repairs ordered from Boston office since July."

Meanwhile Woods employees—plant managers, general superintendent, the time-study superintendent and people of that type—were being discharged or resigning. The distributive organization was also being abandoned.

Pressed by the Committee for some solution which would maintain adequate production of parts for S. A. Woods machines, army officers suggested it soon might be able to cancel the Murray contract for shells, so far as these Boston plants were concerned. In that event, the lease could be terminated as of June 30, 1944. The army then could turn the whole property back to S. A. Woods Company. Free of all military contracts, the Woods Company might then begin the task of rebuilding its machinery business. This solution—two years after the original labor dispute—would represent the complete cycle of military enforcement of the WLB's union-maintenance orders.

In its formal report on WLB, January 26, 1944, the Smith Committee expressed the judgment that at no time did the Board have constitutional authority to impose either maintenance-of-membership or compulsory arbitration.

"To order an employer against his will to encourage membership in a union by requiring continuance of membership as a condition of employment, or requiring the check-off of union dues as a condition of employment, is so clearly in violation of the specific terms of the law (Wagner Act) that it is difficult to follow the devious reasoning by which the Board seeks to justify its conclusions."

Board's policies dangerous

SUMMARIZING its four months' examination of WLB minutes and decisions, the Smith Committee reported that it regarded these policies of the Board as "highly dangerous and menacing to the system of private enterprise and the constitutional right of judicial review of administrative decisions. . . . If the Board's autocratic challenge to constitutional authority remains unanswered and unremedied, it will imperil our present economic system and will mark the transition of our government from one of laws to one of men."

"Democracies can fight wars effectively without abandoning democratic processes."

The breakdown of constitutional protections against federal administrative aggressions, said a report from the House Judiciary Committee as long ago as 1940, is due principally to the fact that the regulatory bureaus uniformly resist the right of judicial appeal, and frequently block appeals with threats of punitive action. Said Chairman Sumners:

"Contrary to all our philosophy of government, we have placed in one appointed personnel all three powers. They make the rules; they construe the rules; they enforce the rules. When one of these people goes to an ordinary private citizen, he goes to him with all the powers a king ever had. The citizen has no

(Continued on page 86)

Modern Law for Modern Business

By **HERBERT F. GOODRICH**

Judge, U. S. Circuit Court of Appeals

EFFORTS TO SIMPLIFY
the code governing commercial transactions deserve the support of business men

ONCE UPON a time a merchant's lawsuit was handled in England by a special court. It was called the Court of Pie Powder, an English perversion of the French "Piepoudre," literally, "Court of Dusty Feet." The court sat at fairs and market places and its judge was the steward.

But, in spite of the theoretical excellence of a court presided over by a business man dealing out law for business men, it must have failed to provide satisfaction, because it disappeared long ago.

Dealing with merchants' causes in the regular common law courts was not always an occasion for happiness among either the merchants or the judges. English judges were, by and large, capable men with acute minds. Like many members of the legal profession, they tended to spin out legal theory and enjoy the development of logical argument with little thought for the fundamental premise that rules of law are for the settlement of rights of living men in a workaday world.

They developed an amazingly complex and, if you like that sort of thing, interesting set of rules with regard to the law of real property.

If a modern day purchaser of land thinks he gets into a tangle with regard to a real estate title he should take some book of law reports from the 16th or 17th Century and see the kind of



RALPH PATTERSON

What we need is careful integration of all statutes in the field of commercial law into a modern and workable commercial code

problems discussed there. But, however expert the judges became in real property law, they were not expert in mercantile practice and customs. They were not part of the commerce of the day; they did not know it nor did they seek to understand it.

The great Lord Mansfield was an exception. He kept available a special jury of merchants to whom he referred questions of mercantile practice. Having obtained his facts from these advisers, he could shape his rule of law on a correct basis.

Business is complicated

BUT, despite his accomplishments and those of many good American judges who have come since, there will always be the problems to be met in the adjustment of rules of law to cases arising out of business transactions. The reason in part is inevitable in the nature of things. Affairs in the business world change, not as a result of logical moving from one step to the next, but for all sorts of causes, some of them purely accidental. A war, a new invention, a depression may change ways of doing business, not

because those engaged want to change, but because force of circumstances compels them to. The changed methods present new problems.

Now the lawyers' and the judges' way is one of logical development. A narrow question comes before a court; it answers it as best it can. The next week a somewhat similar question arises. The court looks at the second case with its eye on what it did in the first and may well apply the rule of its first case to the second.

After enough such instances, a good-sized body of rules of law is built up. A court will always tend, when presented with a new question, to follow what it has done before.

All this makes for logical, careful, precise, human reasoning. But it does not mean that logic will produce a satisfactory answer to the problem if the seventy-fifth case along a given line grows out of a background of facts completely different from the first in the series.

At this point someone can well ask: "Is not the law supposed to represent what is right, and are there not such things as 'eternal principles of right and justice' which go on regardless of busi-

ness changes and social customs?" To this there are two answers:

First, rules of law deal with many things which have nothing to do with "right" in the moral sense of the term. For instance, there is a rule which requires that certain transactions for the sale of goods above a certain amount be in writing. Originally it was designed to prevent fraud and perjury. We can concede this to be a moral objective. But the decision as to the size of the transaction which requires a written memorandum—should it be \$5, \$50 or \$500—turns on expediency, not morals.

It is like the question, "should traffic move on the right- or left-hand side of the road?" Either method will work if the rule is known and followed. The same is true of the manner of making protest and giving notice of dishonor of commercial paper not paid when due. Granted that fairness requires that such notice be given, the method has no more element of moral quality than the rule that says a team in possession of the ball must make ten yards in four downs, not nine or 11.

Rules should be known

MANY of the legal rules in the commercial field are like rules in sports. They determine how the game is to be conducted. A cue ball is not required to be white in order that we have a moral universe. But, if use of a white cue ball is customary, there is practical merit in crystallizing the custom into a rule of the game.

Rules covering such things should be clear so that parties can know and obey them. They should be consciously designed for the practical convenience of the parties whom they govern. Finally, they should be based on current problems of business, not those of another generation.

Second, some problems in business dealings do involve questions of "right and wrong" in a moral sense in the popular use of that term. Without quarrelling with those who suggest that "right" is a concept the same yesterday, today and forever, it is easily proved that what people regard as right nevertheless does change. This applies in the law as elsewhere.

A striking example is the evolution of the rules which measure a seller's liability to one who has bought goods from him. The old rule was *caveat emptor*, let the buyer beware, a phrase that the courts applied almost literally.

There is one famous old case in which a buyer purchased an object which was supposed to be a bezoar stone. Such a

stone was believed to protect one from poison. Naturally the buyer wanted to be sure that when he paid for a bezoar stone he got what he paid for.

In this case the seller told him that the object for sale was a bezoar stone, but he did not use the words that he warranted it to be so. The buyer, finding that what he bought was not, in fact, a bezoar stone at all, sued the seller. But the court held that the bare affirmation was insufficient to make the seller liable.

It is hardly necessary to say that, on the question of the seller's responsibility, the law has gone miles beyond this today; so far, in fact, that law writers suggest that the rule should be *caveat venditor* instead of *caveat emptor*.

We may say then that legal rules governing commercial transactions must be

We had no such examination and overhauling in this country until after the turn of the century. Disputes arising out of business transactions were litigated in the regular courts, along with cases of assault and battery and questioned land titles.

There was no assurance that courts in different states would rule the same way on the same set of facts. Our state courts are independent of each other. The United States Supreme Court has power to review their decisions only when the case involves a "federal right" growing out of the Constitution, statutes or treaties of the United States. Few commercial cases involve such questions. Federal courts, until recently, followed their own views on questions of general commercial law when the litigants got into federal court because they were citizens of different states. The Supreme Court has changed that and the rule now is that the federal courts must follow state decisions where the question involves the law of a particular state.

Varied state laws

THE confusion which grows out of the power of 48 state courts to give an independent answer to the same legal question is really much less than one might expect. American judges and lawyers do have a common background, from whatever part of the country they come. It is founded on the English tradition and developed in law schools which have emphasized "the law" in general rather than Arkansas law or Massachusetts law in particular.

Variations in our rules from state to state are, for the most part, differences in detail rather than in fundamentals, but, even so, they cause confusion and uncertainty. Like lightning, no one can tell when or where they will strike.

Take this situation, for example:

Suppose a seller agrees to sell and a buyer agrees to buy a large quantity of oil. The total number of gallons is specified, but the buyer is to designate the number of gallons of each grade he de-

sires and the price is to vary according to the grade. Before the time for delivery arrives, the buyer repudiates the entire transaction.

Can the seller recover damages from him? Certainly yes, one would say at first thought. But wait a moment! How much? On the basis that the buyer was liable for the highest priced oil? He did not promise to take that. On an average assortment of the different grades, assuming we could show the proportion of

(Continued on page 99)



Variations in our state rules cause confusion—
and no one can tell when or where they will strike

examined and overhauled from time to time with two elements in mind.

One is to keep them applicable to affairs in the business world as those affairs then are. The other is that they shall express the developing concepts of fairness of the day.

The law cannot require from everyone what the most socially conscious man imposes upon himself in his relations with others, but it can impose responsibility on the laggard when he falls behind the standards of his day.

The Sinews of Security

By HERBERT BRATTER

WORLD WARS have twice pulled down America's safety factor of strategic supplies. How shall we build it back?

THIS country might have learned in 1914-1918 that the best preventive of war is preparedness. It didn't. Although it had seen at first hand that a lack of the materials without which modern war cannot be fought can exact a high price in lives, ships and money, it took no steps to insure against such a lack in case of new hostilities.

In fact, our policy was just the opposite. Congress in 1922, for example, voted a protective tariff for domestic manganese and thereafter continued its protection, despite the obvious inadequacy of domestic sources. Fifteen years of tariff protection produced only about eight per cent of this country's requirements of metallurgical grade manganese ores. Only four per cent of the ore used in making highly strategic ferromanganese was of domestic origin from 1923 to 1937. This is not to debate the tariff question, but to indicate the country's lack of interest in stockpiling.

Not until 1939 did we make stockpiling of strategic materials a national policy. Public Law No. 117 adopted in that year called for expenditure of \$100,000,000 for such things over a four year period. Congress actually appropriated only \$70,000,000 and when Sen. John G. Townsend, Jr., of Delaware, attempted to make \$500,000,000 available for similar purposes the next year, the proposal failed to obtain Administration approval and so died in committee. When we entered this war we repeated the confusions of 1917 in surmounting shortages.

Maybe we have learned our lesson.

Although as yet we have no law, no congressional policy which would assure us of adequate supplies in event of another war, the Government is already being asked to formulate a policy regarding the postwar stockpiling of strategic and critical materials needed in wartime. The question has made itself felt thus early because it has already been necessary for the Government to terminate war contracts for some supplies which have become adequate and to face the problem of sur-



OFFICIAL OWI PHOTO

This American shovel can be sold abroad to bring back, in exchange, critical or strategic materials for stockpiling here

pluses which have begun to accumulate.

Postwar stockpiling, if adopted, will have a tremendous bearing on our military strength and our influence on a lasting world peace.

It may determine the postwar disposition of new government-built plants producing aluminum, magnesium, synthetic rubber and the like and will bear on the problems of disposal of government-owned surpluses of war goods. Most of the stocks of metals which will be left over after the war, including scrap and obsolete equipment, will be government-owned. If this is sold, it may disrupt business for a long time. For example, the Government is said to have enough aluminum now on hand to meet all civilian demands for more than two years at the prewar rate of consumption.

More than that, military stockpiling

on the American scale would be a matter of world importance with a direct bearing on foreign-trade equilibrium, on international exchange rates, currency stabilization and on the future use of gold and silver. What Uncle Sam decides to do about buying and storing large quantities of Brazilian quartz crystals will also be of direct concern to the American cash register manufacturer who does business with Rio. What we do about stockpiling copper from the Congo or quinine from the East Indies will concern the gold producer in Canada, the metal refiner at Bayonne, the warehouseman in Brooklyn, the business man interested in the economic stability of Holland or the holder of foreign bonds.

Stockpiling fits nicely into the monetary picture, too. After this war, the rest of the world will desire immense

quantities of American goods for reconstruction and everyday use. Some of these goods, of course, we shall give away for relief. It has been suggested, further, that we make large loans to foreign countries in the form of currency-stabilization operations or through an international bank. Stockpiling would reduce the need for such loans. Foreign countries possessing the defense materials we need could use these materials to help pay for some of what they want to buy here, thus making at least some return on Lend-Lease and other obligations to us.

Stockpiles help trade

WHEN we buy vital chromite from Turkey or Rhodesia, tungsten from China, sheet mica from India or wool from Australia and South Africa, we add to the pool of dollars those countries can use to pay debts to us, or buy our manufactures and so help sustain employment here.

However, in spite of these obvious advantages, stockpiling is not universally popular. Among its opponents are those who think this war will end all wars and hence preparedness will be unnecessary.

Opposed, too, are conscientious inter-

nationalists who feel that military stockpiling is not in the spirit of the Atlantic Charter and international cooperation. Stockpiling's supporters answer this objection with the statement that national defense cannot be allowed to rely upon an undemonstrated willingness of nations to cooperate; that, moreover, we must in any case keep the peace for many years after the war and, to do so, we shall need military strength, including industrial raw materials.

Some business men fear that large supplies of surplus goods in Government hands will act as a threat to the market, as happened after 1918. They do not want to have to compete with the Government. Some foreign producers also fear that American stockpiles of such materials as tin would give the United States a club over the market, an independence of foreign price controls and cartels.

Although stockpiling advocates point out their willingness and insistence that the stockpiles be rigidly "sterilized" or "frozen," for military use only, it must be admitted that the authorities, including Congress, could at any time change their minds and sell some commodity from the stockpile.

Oddly enough, military men also have

some reservations about stockpiling, although from a different angle. They wonder whether such a program might create a commercial dump heap or whether, once enacted, it might be used for business purposes not connected with military needs.

Even advocates of stockpiling admit that the task will not be easy. For one thing, the list of strategic and critical materials is constantly changing. Although today our military and war production authorities have a long list of commodities vital to preparedness for which we must depend on foreign sources—rubber, silk, wool, quinine, certain oils and many metals are included—that list is not the same they would have prepared in 1940. Such once critical commodities as aluminum, bauxite, chrome, copper, graphite, mercury, tungsten, vanadium and zinc are now in surplus supply. Moreover many things become critical in wartime that were previously plentiful. For these reasons no one can draw up a list today and say it includes just the items which will be critical in the next emergency.

If stockpiling is adopted it would be necessary, probably, to give some government board the authority to decide what items to buy. The board would use its discretion in buying top-grade items as cheaply as possible, at home or abroad. And it would need discretion to dispose of commodities which become non-critical.

Where would supplies help?

THE major emphasis would necessarily be on foreign sources. Merely to move a scarce material from Arizona to New York does not accomplish the purpose of insuring adequate supplies in case of war. It might even be wise to import some commodities of which we have adequate supplies. Petroleum is an example. Stockpiling of imported oil would prolong the life of our own reserves.

Although part of the board's duties undoubtedly would be to inventory our home resources and find ways to use domestic high-cost submarginal producers in wartime, supporters of the stockpiling idea do not favor those features of the bill by Senators Scrugham, Hayden, Murray, etc. (S. 1582), which would involve the stockpiling of high-cost, low-grade domestic ores. They feel that the main object of that bill, at least in its original form, was to keep non-economic mines going after the war, rather than to protect the country against war. The bill makes no provision for a variety of non-mineral commodities that should be stocked to assure adequate preparedness.

Stockpile accumulation from our own sources does not meet the objective of preparedness for war. It is all right to subsidize a certain amount of experimental and pilot plant work on our off-grade resources to find out if and how we can use them in emergency; but to carry this through to the actual accumulation of a stockpile does not really

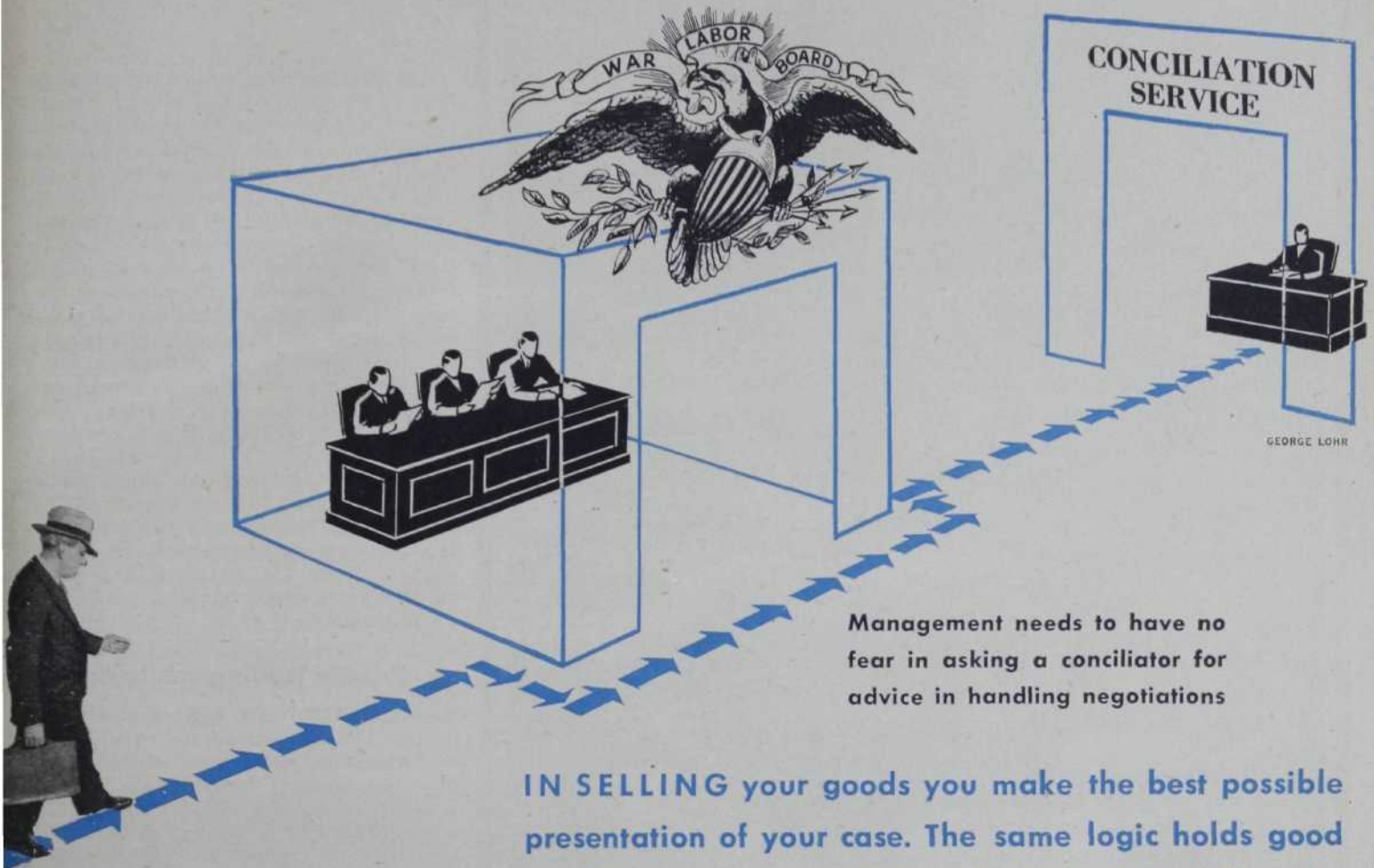
(Continued on page 68)



Gold, even if other nations had it to spend, would have little effect on our ability to defend ourselves in event of a new war

When You Go Before W.L.B.

By LEE H. HILL



Management needs to have no fear in asking a conciliator for advice in handling negotiations

IN SELLING your goods you make the best possible presentation of your case. The same logic holds good in telling your story before the War Labor Board—a panel member shows how to do it

MANAGEMENT'S first step in handling a case before the War Labor Board, in my opinion, is to do everything possible to avoid getting there. That does not mean that, if you get there, you may not have a square deal. It means simply that, in my opinion, company representatives can write better clauses for their company than can the War Labor Board or anybody else. Therefore, management should try to handle its own negotiations with its own union, either alone or with the help of available government agencies.

Many of these agencies, including the mediation boards in certain states and the United States Conciliation Service, can be of great assistance. Management needs to have no fear in asking a conciliator for help. There are many good men in the United States Conciliation Service and, in any case, you do not have to follow a conciliator's advice. He has no authority except to try to bring the parties together. Failing in that, he certifies the case to the War Labor Board where it would go anyway if the parties could not agree.

One of the tools that can be used to prevent a case from going to the WLB is to point out to the union the delay that this will cause. Many cases take a year

to settle. If it appears necessary to go before the Board, the first step is to get the issues narrowed down to as few as possible and in simple form. It is wise, also, to get issues that you probably can win. There is not much use of narrowing issues down to points that the Board's previous decisions indicate you will lose.

The night-shift bonus is an example. That subject has been frequently discussed before the Board. A company whose shifts do not rotate is almost certain to get some kind of night-shift bonus if it goes before the Board and night-shift bonuses are customarily paid in its community. However, companies with rotating shifts where the employees change continually from one shift to another, are almost equally certain not to get a night-shift bonus. So, in the first instance, a company might as well agree on a night-shift bonus at as low a figure as possible knowing that, if the matter goes before the Board, a much higher figure might be awarded than the union might have accepted. On the other hand, it would be foolish to agree to a night-

shift bonus on a shift that rotates, because the Board is almost certain to refuse it unless it should change the policy now in effect.

It is necessary to face the Board with as few things as possible to argue about because it is not easy to get the busy members to understand a particular company problem thoroughly. Unless you can present your arguments in a clean-cut fashion, you may be licked because the Board members do not understand the merits of the case.

I am assuming that your case has merit and that, in spite of efforts to stay away from the Board, there are some issues on which you and the union cannot agree. The policies of local unions are pretty much controlled from the international offices. Locals often cannot agree to certain things even if they want to because international policy is against them.

It is difficult, for example, to get local unions to omit maintenance of membership from their demands. In general,

(Continued on page 70)

RUSSIA



Russian technical experts keep abreast of the latest American industrial equipment and methods. They prefer to trade with us

WHEN PEACE comes to Europe, the Union of Soviet Socialist Republics will be the strongest power on the Continent. And when peace comes in Asia, the same country may also be the strongest power there. Such are Moscow's claims and today few persons contradict them.

More important to the United States is the fact that the Soviet Government is the largest commercial concern in the world. Other countries have big organizations and world cartels have controlled certain commodities but this government's trade organizations buys and sells—both abroad and at home—everything produced or needed by 180,000,000 people in a country covering one-seventh of the earth's surface. It far out-topped any private organization and when peace returns, it will be more powerful, backed by a country which has increased in size, population and political influence.

A commercial organization of such size—socialized trade by a government which owns and controls all the material property in its own country—will have its influence on world commerce. After war's destruction and dislocation of production, demands of the world market will be unlimited. Every country will be producing feverishly to supply its own needs and to trade for what it must import.

The Soviet Union's demand for manufactured goods is so large that it will produce no appreciable surplus for export. It will import industrial products and export raw materials. For that reason its socialized trade—one big buyer or seller—will be a powerful factor not only in future trade between the United States and the Soviet Union but between the United States and all other countries where the Soviet Union competes as a

buyer or seller. Whether American business must change its established trade methods to meet that competition and to continue doing business with the Soviet Union is a problem which will lead to debates in Washington as to whether we should establish a government control by monopoly, clearance or credit. Some American companies might relish a monopoly in supplying the Soviet Union with certain products but doing it through a government agency could set a pattern for government control of all foreign trade. American exporters have never even availed themselves of their legal privilege to combine to fix prices.

Moreover, although socialized trade has been on view before the world for 26 years, no country has adopted it although some governments take active part in foreign trade through subsidies, credits, preferential tariffs and clearing arrangements.

Private trading methods

THEREFORE, although the United States will be considerate to a single customer who speaks for all the needs of a big country, copying the Russian trade organization seems unlikely. It would bring changes in our entire social structure, clear down to telling the individual what he must harvest, or produce, eat or wear.

It is likely, too, that Russia will prefer to deal with American business men as individuals rather than as government employees. She always has. Long before diplomatic relations were established between this country and the Soviet, Russia preferred American technical advisers and American machinery though both cost more than what other countries offered. Americans were not secret government agents and American machinery was good.

Under that system, our trade with Russia grew until in 1941 (last year before the blanket of censorship was drawn) it totalled 2.1 per cent of our exports, or \$82,000,000; and .9 per cent of our imports—\$22,000,000. Of course, these figures mean nothing in the present abnormal lend-lease years and may be merely a comparison after the war.

The Soviet Union does business in the United States through *Amtorg*, Russian abbreviation of "American Trade." Legally, *Amtorg* is an American corporation but in all other respects, including personnel, it is Russian. *Amtorg* antedates our diplomatic relations with the Soviet Union by several years. One of its activities is the publication of a 100-page, slick paper monthly magazine in

—Customer and Competitor

By JUNIUS B. WOOD

New York City. Other countries publish magazines to circulate in foreign countries but the Soviet Union publishes this magazine in its own language to circulate at home. The translation of its Russian title is "American Engineering and Industry." Its purpose—terse summary of Soviet attitude toward the United States—is set forth on the title page as:

"To familiarize the Soviet Union with the latest developments in the field of American engineering and industrial practice. Devoted to the promotion of closer technical and trade relations between the United States and the Soviet Union."

Russian technical experts write the articles and draw the charts. American manufacturers who sell to Amtorg are the advertisers.

Through this magazine and other means Russian technicians at home as well as her representatives in this country keep abreast of the latest developments in American machinery which makes up more than half of the Soviet's



**TODAY Russia has 180,000,-
000 united people who have
the energy and willingness to
work. After the war she will
be a tremendous customer
—and a powerful competitor**

total imports from us. The Russian method is not to industrialize their country by importing consumer goods. Rather they build their own plants to produce these articles.

They import a few tractors, farm machines, automobiles, refrigerators, vacuum cleaners, clocks and such to determine which type best suits the country's needs and then negotiate for the plans of an American factory and the necessary American technical experts, models and machinery to put the new plant in operation. Models improve and machinery wears out. Though the Soviet Union is only an emergency market for locomotives, for instance, it is continuously in the market for new designs and for equipment and tools.

When the first German advance threatened, factories in European Russia were moved bodily east-



SOV FOTO

The Russian Government is the largest commercial concern in the world. It buys and sells everything which is produced or needed by its citizens who inhabit one-seventh of the earth's surface

ward to the Ural Mountains or beyond. It now has been announced, as always seemed logical, that they will not be returned to the west but will remain as part of the industrialization of Siberia. New factories will be built in European Russia, highly significant in broadening the country's industrial base, increasing and facilitating the distribution of these manufactured products.

Hundreds of plants which could not be moved, and unfortunately that is a large proportion, were engulfed by the German invasion. Almost without exception they were stripped and destroyed.

In Kiev the public utilities and the big bridge over the Dnieper were lost. At Dneprostroi with the largest hydroelectric plant in Europe—five of its immense generators were built in the United States and the other four were patterned after them in the Soviet—the dam, half a mile long and as high as a 20-story building, was blasted by the Russians before the Germans arrived. American machines were in the Stalin-grad and Kharkov tractor works, also the largest in Europe. Around Stalino, capital of the Donbas in the Donetz Basin with an estimated 70,000,000,000 tons of coal deposits and 90 per cent of the mines with American machinery, 154 shafts were wrecked with their equipment; also the metallurgical works, rolling mills, blast furnaces and nitrate, coking and chemical works.

At Makeyevka and Yenakievo, the iron, steel and coking mills, employing 20,000 and 14,500 workers, are gone. Mariupol, largest port on Azov Sea, had 47 industrial plants. Novorossiisk on the Black Sea had a big cement plant and immense modern grain elevators and docks.

New machinery must replace what is gone. Other factories which escaped the

wholesale destruction have been working continuously under the pressure of war. Their machines and tools are worn. Only absolutely essential replacements have been attempted.

Those plants will need complete overhauling and reequipment when peace comes.

Such is a summary of industry. There is vastly more which the Soviet Union must restore. In this, the United States will have the first call. Plants were built on American patterns, with the advice of American technicians and equipped with American machinery. Lend-lease has put more American equipment in the country. The Russian is not inclined to give up a machine with which he is familiar, whose work has been satisfactory, but he wants only the latest. That is why *Amtorg* has its technical experts in the United States, visiting factories and watching improvements.

Goals are set high

MANY persons cannot understand that the Soviet Union is not a turmoil of talk, inefficiency and incomplete plans.

The Russian himself is partly responsible for the misconception. By nature he believes that he is surer to hit a bird if he aims at a star instead of at the branch of a tree. The nimble Russian imagination also makes possible a wide difference between academic Communism and practicing Communism in the country. The difference carries into foreign relations, including commerce.

In the enthusiasm of the first five-year-plan, newspapers would announce a block of workers' homes as soon as one apartment was built; the first crèche became a city with day nurseries for working mothers; a girl whose introduction to machinery was limited to swing-

ing a hoe was counted a skilled worker if she stood in front of a lathe; production of a tractor plant was shown by a photograph of an American tractor on which hurriedly cast Russian nameplates replaced the original ones. American factories also have pictured new models before the assembly line started.

The Russian hailed a blueprint as a finished structure and too many observers cherished the mistaken impression that the Russians had started everything imaginable and completed nothing. Had they looked again they would have seen that the housing projects, the hospitals and factories were eventually completed, that the rustics had become mechanics and that the plants were delivering just as the Russian had visioned.

A superintendent was taking me around one of the many new factories. The early workers' committees to run the plants already had been reduced to grievance committees and a superintendent had more power to hire or fire than in the United States. My guide was a stocky young man of driving energy who had started as an unskilled laborer but had studied and observed and not neglected his party work. In two days a Russian becomes an old acquaintance and we talked frankly.

"But you know you won't turn out more than 500 harvester combines," I objected when he told me for the tenth time that the factory's quota was 1,000 for a fixed period.

"Quite right," he agreed, "but that is the Russian way. If we fix the goal at 1,000, we'll surely produce 500, possibly 600 or 750, but the workers never will be satisfied until they turn out 1,000. That day will come, we'll celebrate, talk and pass resolutions and change the quota to 2,000. A Russian must never be content

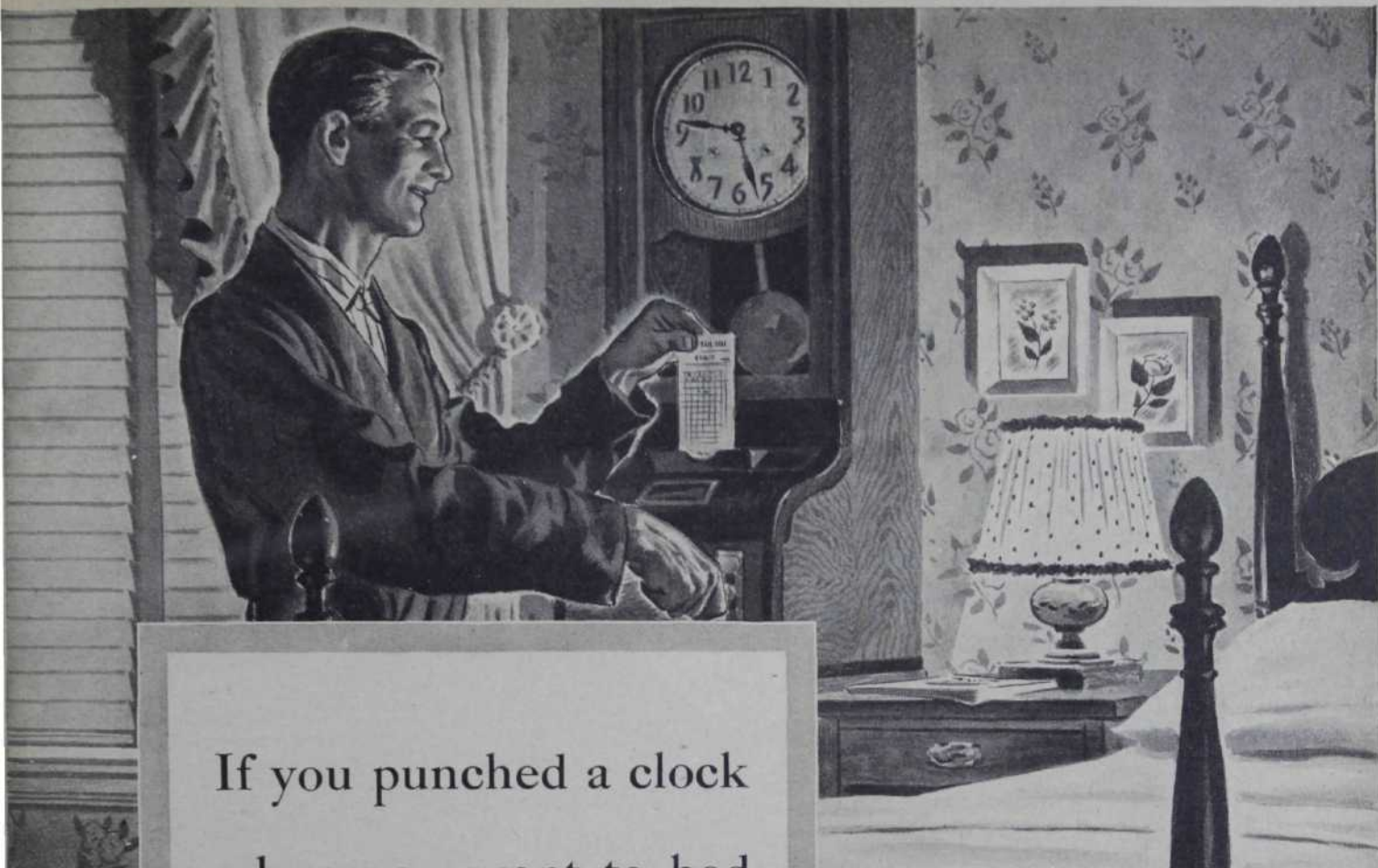
(Continued on page 91)



The Bolshoi Theater in Moscow is enjoying its usual successful season of opera and ballet. Russian art, scientific research, and exploration have continued along with industrial progress

TO EMPLOYERS: This message may prove useful in helping your employees realize the importance of *sufficient sleep* as an essential aid to keeping

fit. On request, Metropolitan will send you enlarged copies for posting on plant or office bulletin boards.



If you punched a clock
when you went to bed



IF YOU PUNCHED a time clock on going to bed, and again on arising, how many hours would your time card show?

Authorities say that adults need daily at least eight hours of sleep or rest in bed—children need considerably more. *This is especially true in these strenuous wartime days.*



Refreshing sleep comes more easily when you slow down and relax *before* bedtime. Try to forget your worries. They result in tension that defeats sleep. Try to have your bedroom dark, quiet, well-ventilated. Bed clothing that weighs too heavily is an enemy of sleep. So is too much food, either solid or

liquid, just before bedtime.

If you have difficulty getting to sleep, remember that complete relaxation is the next best thing. Relaxing physically means letting yourself "go limp all over." It is the exact opposite of tenseness.

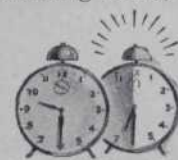
You can teach yourself to relax. First, learn to recognize tenseness wherever it occurs in the body. Then, practice letting the tense muscles go limp. Try it at odd moments during the day—it is the secret of conserving energy.

Plenty of sound, undisturbed sleep is especially important to workers on a night shift. Someone—usually it will be



the wife or mother—must take responsibility for planning the night worker's schedule on an orderly, regular basis. His bedroom should be away from fam-

ily activity. A screen between window and bed will help shut out light. Some night workers have found that they go to the job more refreshed if they take their hours of sleep just before their working hours, rather than just after.



Healthy, normal sleep permits your heart, lungs, and other vital organs to "loaf" along. The body can then mend its worn-out tissues and build new ones. Your full quota of sleep should give you the renewed energy to carry you through the next day *feeling well, working efficiently, and in good spirits.*

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PORTLAND, ORE., buys a plan for
peacetime action but finds time a
vital and missing ingredient



\$100,000 Postwar Recipe

By HENRY NORTON

WHILE the federal census of 1940 was being taken, the mayor of Portland, Ore., made headlines by going personally down along the city's famous "skidrow," Burnside Street, to interview the hard-to-register floaters and transients of that district. His object was to count enough of these citizens to bring the city's population above 300,000.

War took over for him in the years following. Today Portland is a boom town of almost 500,000, with a half dozen shipyards in or about it, and a growing speculation about what is going to happen at the war's end. The three Kaiser yards in Portland and neighboring Vancouver employ 98,000 workers. Willamette Iron and Steel, Commercial Iron Works, and Albina engine, now em-

ploy thousands more than will be needed in their normal peacetime operation. Other inflated industries, increased shipping, swell the total still further. What will happen when this small army is suddenly out of jobs?

To the down-East strain of settlers who gave the nostalgic names of Albany, Salem and Portland to Oregon cities, has been added a pioneering spirit, responsible for a good many experiments in state and civic planning. Latest evidence of this spirit was the hiring of New York Park Commissioner Robert Moses to draft a postwar program of city modernization which would provide employment enough to cushion Portland against postwar adjustment shocks.

Five agencies joined to hire Mr. Moses

and his associates for a fee of \$100,000. The City of Portland, the County of Multnomah, Portland School District Number One, the Port of Portland, and the Public Dock Commission all chipped in. The Moses Report was submitted to them November 10, 1943.

This report is an impressive document of 85 pages, proposing to spend \$75,000,000 and hire about 20,000 men for a transitional period of perhaps two years. The money total was arrived at by estimating how much money Portland could afford to spend, and adding to that the amount of matching funds that could be derived from state and federal governments.

The report included sketches of most of the proposed works, insofar as they

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HERETOFORE, procedures necessitated multiple writings. For example, shipments to U. S. Navy required writing, (1) Contractor's report of material shipped, packing slip; (2) Contractor's invoice; (3) Government receiver's report; (4) Government inspection report; (5) Government public voucher. This meant five separate writings, five separate checkings, five separate procedures, five separate possibilities for errors and omissions.

Every contractor knows by sad experience how costly errors in documentary data can be. Payments of large sums due contractors have had to be held up, sometimes for months, because of discrepancies and small errors made in transcribing or processing the many duplicate copies needed for distribution.

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were picturable. Although the report falls into five major divisions, these are in no sense a concession to the five agencies which bought it. They are a classification of the type of work, based on both functional and geographic considerations. It is important to note that the fifth project, the bridge over the Columbia River, is considered as completely self-liquidating, and does not enter into the \$75,000,000 planned expenditure.

None of these projects is completely original with the Moses group. The back files of Portland's newspapers show that all the projects had previously been suggested in one form or another. Never before, however, had they been set up as a unified program, and therein lies

his criticisms, particularly on such knotty problems as zoning, without fear, favor or hesitation."

There was, of course, opposition to the report, ranging from simple antagonism—"local engineers could have turned in as good a job and saved \$100,000"—to the complaint that recommendations for a future second west side high school were "oversimplified." On the whole, civic leaders seemed to feel that the report pointed to good objectives, but left a great deal to be done. As a matter of fact, it left everything to be done.

Such financing as had to be authorized must go on this year's ballot. Property rights remain to be obtained and only

postwar reconstruction, but little more than that. The work lies ahead.

Other cities interested in Portland's effort will find some parallels in a more detailed discussion of the project's various parts. The sections dealing with municipal improvements will provide the greatest interest because most American cities probably need some of the projects noted in these sections. Certainly few municipalities can present an unblushing front on development of sewers, schools, fire and police facilities, water distribution, airport and travel terminals, parks and playgrounds.

The proposed bridges within the city, with their improvements, are important to Portland because the Willamette River divides the city. The business district has grown up largely west of the river while the residential district stretches more and more toward the east. The nine bridges which now cross the river are proving inadequate. This problem, naturally is not duplicated in many cities.

Of the \$75,000,000 expenditure the report proposes, about \$60,000,000 will remain for construction—including labor—when land and design costs are subtracted. Past experience shows that public works expenditures will put 300 men to work for one year on the site—that is actually constructing the particular work in question—for each \$1,000,000 of expenditure. On this basis, the Portland public works program would employ some 18,000 men.

Plans depend on each other

FOR each of these 18,000 an additional man and a half or two men will be put to work off the site making the materials and equipment that go into the structures. Some of these off the site workers might be employed in Portland, others will be employed outside.

One objection to the report is that the entire program is so integrated that, should one of the components fail, others would be endangered. For example, if the new interstate bridge across the Columbia were to be abandoned—the self-liquidating project—then the East Side Thoroughway would find itself with no logical destination, since its main function is to provide the fastest possible crossing of Portland's sprawling East Side for traffic to and from the second interstate bridge—and that bridge is the proposal likely to find the roughest going. There is already a bridge across the Columbia, built years ago, paid for by toll, and now offering free crossing. If a new bridge is to be self-paying by toll, then the present bridge will also have to be put on a toll basis, or it will continue to carry all the traffic.

There is also the obvious fact that, since a bridge requires two ends, the formation of a Toll Bridge Authority will depend on cooperation from the neighboring state of Washington, and the consent of Clark County and Vancouver agencies. Negotiations of this scope, when time is precious, might well

(Continued on page 73)

"Programming" Is Not Enough

MUCH of what is being done to meet the many diverse problems which will arise in the postwar period should be designated as "study," as "assembly of facts," as "programming," and by similar terms not associated with physical planning. While a great deal of such activities is necessary, there must also be much physical planning before an adequate public works program is perfected.

Physical planning consists first of such preliminary steps as:

1. The development of estimates of cost of the proposed project
2. The working out of agreements between different municipal and other interested government agencies
3. The completion of arrangements leading to satisfactory land acquisition which are time-consuming in the development of any project
4. Preparation of preliminary drawings and specifications which will show up and permit the solution of knotty problems

The final steps in physical planning consist of the preparation of complete drawings and specifications, ready to take bids. As far as practicable these final steps, as well as the preliminary ones, should be taken for a sufficient bank of needed projects to carry the expected employment demand through the period during which preparation for later needed projects will be carried out.

E. P. PALMER

Chairman Construction and Civic Development Committee, U. S. C. of C.

the report's greatest value.

L. T. Merwin, vice-chairman of the postwar planning and development commission, is quoted as saying:


"Mr. Moses had the advantage of being able to view Portland as an outsider and to speak as an outsider. He was frank about our frailties, and made

one or two scattered projects have ever reached the blueprint stage. That last point is serious.

Engineers in Portland point out that the detail required to put the plan into actual operation may well require more time than remains in the "duration." As the report now stands, it is a dream of

"Scorched Earth" by Radio

... new weapon of war



It happened in France in '43—
the harvest was in—granaries full.
His Ukrainian "breadbasket" in
danger . . . the Nazi hurried
for the food of France—but
found famine awaiting him instead.
Radio's "Voice of America"
beamed at the farmers of France
had neatly crossed him up.

Anticipating Nazi intentions
American shortwave broadcasts
had forewarned the French . . .
urged them to withhold crops
hide what they couldn't use;
burn what they couldn't hide.
They did—under Nazi penalty of death.
Burning mills, crops and barns
greeted the Hun—for *him*
famine had arrived by radio.

So—add another triumph to
the wartime laurels of American Radio—
it fights on the "3rd Front"
where men's minds—not bodies—
are target and battlefield too . . .
where the will to win
is the mission.

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Business Hand from the Rio Grande

By HERBERT COREY



MAURY MAVERICK goes into his new job of chairman of the Smaller War Plants Corporation head on. "If I can't do what I want to do, I'll get out"

THERE'S HELL TO PAY, said Maury Maverick. Or something like that. The new Chairman of the Smaller War Plants Corporation talks that way.

That introduction may do him an injustice. He won't care. He has been wronged before. He likes to pour the wrongs back on the other fellow's head. Anyhow, his talk is only "tough"—to quote a newspaper writer—to Washington ears. They are attuned to what Maury Maverick calls the "Tugwellian jargon of abstruse and incomprehensible polysyllables." He talks the way a voting majority of his fellow citizens do. When he feels like damning he damns. He does not color up his vocabulary to make an impression.

The "hell to pay" is with the small business man. Or to him. He was getting along first rate. He belonged to the chamber of commerce and a club or two; his wife went to church for him and he was making out pretty well. Then a hand reached over his shoulder and swept all his chips away and the dealer turned out the lights. He did not like that. Maury Maverick says the central Government must do something for the small business man. Maverick supports free enterprise and active competition

and sees nothing wrong in big business if it is honest big business. He also believes that government must spend an infinite sum to make the United States over into what it could be if enough money were spent.

He has plans—

He would mark out the land in regional areas according to their characteristics. One might be devoted to sheep-raising—as an example—another to mining, another to manufacturing. The whole checkerboard, he thinks, might make an intricate but effective machine. Like the morning stars all singing together. He does not permit the money side of it to bother him. He says that, in

the bright days to come, the human hand will be able to produce so much more than it ever did in the past that wealth will pour in on us. Money actually does not worry Mr. Maverick. He inherited money, he was once worth \$150,000, he has always made a good income, and he "has spent it all in the past ten years of public service."

He knows he can go out and make more money when he needs it. Meanwhile he is having a swell time uplifting. Zip goes a billion. Government money.

"Isn't this borrowing by the Government—the increasing government intrusion into business—the hideous debt that is being piled up—and the spending of taxpayer money on these improvement schemes—isn't that something mighty like national socialism?"

Mr. Maverick considered carefully.

"You are a writer for a business magazine," he said. "It might look like it to you. I might have a different point of view."

He wasn't dodging. Not much, anyhow. It is likely that the question did not interest him. He is the frankest man alive, and one of the most likable. When one first meets him, with his head thrust forward and his neck arched, like one

of his own Texas bulls, and his eyes peering in apparent suspicion through his thick-lensed spectacles, he seems set for either attack or defense at the drop of a hat. But he is friendly. He pulls no punches but he talks without rancor.

Wild man in Congress

IT IS probable that many people hope he chokes. He has a humorous doubt of his own popularity. He was elected president of the San Antonio Bar Association on one occasion. Only seven of the members out of a total of 300 came to the meeting and voted for him and he thinks that none of them had paid their dues. He admits that he has practiced demagoguery and that he might do it again, wind and weather being propitious. He was called a wild man during the four years (1935-1938) he spent in Congress. If the *Congressional Record* ever used headlines he would have been in most of them. But he is well liked. One of the most acid critics said of him:

"He is fundamentally honest. He could not be induced or bullied into surrendering his principles. He makes up his own mind."

As Chairmen of the Smaller War Plants Corporation, two able men have failed to do anything for the small business man. No doubt they encountered delays and fuzziness and runarounds just as have other men in similar posts in Washington. Maverick is going at his new job head-on. No one, he says, will be permitted to get in his hair. He does not know as yet precisely what he will try to do. He is making up his mind now.

So let us look at him in the round.

He was born in San Antonio, Texas in 1895. In 1920 he married Terrele Louise Dobbs. His son is a First Lieutenant in the U. S. Marines and his daughter is a student at Penn Hall, Penn. He is five feet 7½ inches tall and weighs 210 pounds.

In 1937 he wrote "A Maverick American" which is worth reading even today.

"If I were not a Maverick I'd like to be a du Pont," he says. He showed no evidence of radicalism or reformerism or uplift in his youth. He rode a roan horse, and occasionally jollified—"Mexicans distill tequila out of the cactus plant; you feel as though the thorns are coming out through your skin." He was interested in American history and especially that of the Maverick family. He



Hands that Command the Nation

THE TECHNICAL KNOWLEDGE, the ingenuity and the resources of America are at the disposal of our skilled medical officers on the fighting fronts of the world. They command every aid the nation can supply. That is one reason why a wounded man's chances of survival are greater today than they have been in any other war.

Among the materials that are helping medical men in their fight to save lives are the *stainless steels*. Used in operating tables, surgical instruments and in other medical equipment, stainless steels are serving in hospitals in this country and overseas.

Frequent sterilization with high temperature steam or strong disinfectants will not injure stainless steels. Their smooth, hard surface is easily kept free from germs that can cause fatal infection. Even in the damp tropics, stainless steels do not rust. Tough and durable, free from the possibility of chipping, stainless steels can withstand the rigors of wartime use.

On the home front, too, stainless steels are making their contribution to the health of the nation. Because they are easier to clean and keep clean than other metals, they are widely used in equipment necessary to the processing, preparing and serving of foods. They keep their bright finish, impart no flavor to food, and resist food chemicals. They will be used increasingly in restaurants, in the home, and in many industries where their unique properties are so desirable.

Stainless steels are "stainless" because they contain more than 12 per cent chromium. Low-carbon ferrochromium, a research development of ELECTRO METALLURGICAL COMPANY,

a Unit of UCC, is the essential ingredient in the large-scale production of stainless steel. Units of UCC do not make steel of any kind. They do make available to steelmakers many alloys which, like ferrochromium, improve the quality of steel. The basic research of these Units means useful new metallurgical information—and better metals to supply the needs and improve the welfare of mankind.

Members of the medical profession, architects and designers are invited to send for booklet N-3, "THE USE OF STAINLESS STEELS IN HOSPITALS." There is no obligation.



CARBON FOR HEALTH. Research by a UCC Unit has resulted in different forms of carbon used in milk irradiators, "sun" lamps, gas masks—and in air conditioning installations.



GASES FOR HEALTH. LINDE oxygen U.S.P. made by a Unit of UCC is used by the sick in hospitals and at home—and it contributes to the safety of our high flying aviators.



CHEMICALS FOR HEALTH. Synthetic organic chemicals, developed by a Unit of UCC, mean better anesthetics, more plentiful sulfa drugs, vitamins and other pharmaceuticals.



PLASTICS FOR HEALTH. BAKELITE and VINYLITE plastics, produced by UCC Units, mean sanitary paints, floor coverings, sheeting, "burn sleeves" and other essentials.

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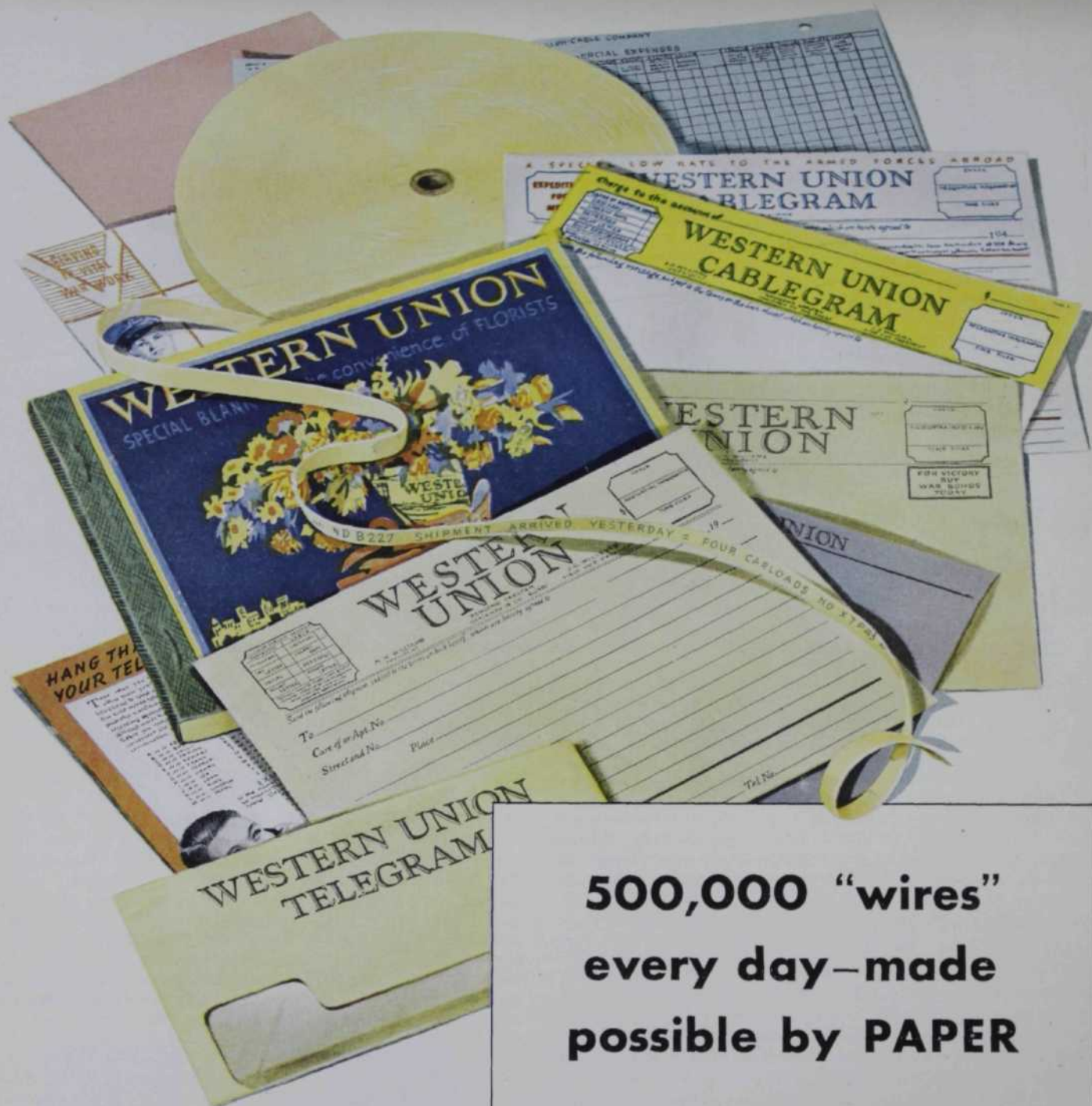
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Yes, it takes tons of blanks, tapes, envelopes, money order drafts, page printer rolls . . . plus 4,000 other vital paper items to operate the Western Union telegraph system.

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IN WARTIME.

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Frankly, the answer is yes, because of wartime limitations and restrictions. But the difference is imperceptible to most people, thanks to the Kimberly-Clark research men who are devoted to the production of the finest quality Levelcoat Papers possible under present conditions.

*TRADE MARK

was a good soldier in the First World War. Wounded and decorated.

Soldier's view of war

ONCE he was ordered to explain the causes of the war to his Mexican-American soldiers. He repeated at least 20 times President Wilson's words, "to make the world safe for democracy." The procedure was to instruct the men to repeat by rote part of what the orator said. When he thought they were letter-perfect he picked Pedro Salazar, the smartest of the group.

"Pedro," he asked with a dramatic gesture, "why are you in the war?"

"The draft board," said Pedro, "he send me here."

Maverick adds:

"I believe that Pedro Salazar knew as much as any average person about the causes of the war. Moreover I believe that he knew as much as President Wilson, Vice President Marshall, and the various congressmen who voted for the war."

Maury is like that. At least part of him is like that. He is so simple that he is complex. Perhaps that should be the other way around. He wrote a couple of thousand words about a battle which bring home the filth and terror of war as few writers have succeeded in doing, because they are simple, two-syllable, candid words. He was frightened and disgusted, but he did not pose as a hero. He rode into a squad of 26 German soldiers and "my knees knocked together. I think even my horse's knees knocked."

He would have surrendered but the Germans beat him to it. They insisted that he lead them back to the American lines.

"Had there been a newspaper correspondent there he could have made a hero of me, and I might even now be living in my illusions, talking of the glory of war, and walking around with my medals, being a citizen of no value to anybody on earth."

When he was mustered out he "got the old speculative bug, like every other American who had a dime." With his friend, Reese Jones, he began to build houses. As he says in his "A Maverick American":

"We built cheap houses for poor people and I was not ashamed of myself when we sold a house for \$2,000 that had cost us perhaps half that. We would sell the house, take an installment, hock the note and pray that the rest would be paid. The houses were a disgrace to the country. This is no confession, but a fact."

Once he had an auditor make a statement and it looked to him as though he was about to get middlin' rich. When that washed out he was elected Tax Collector of Bexar county, one of the largest counties in the country. It was a big job and he made good at it (1930-1934).

A spinal tumor developed as

an aftermath of the war. The Mayos took out parts of five vertebrae—"a cruel and bitter affair"—but before the diagnosis and operation Maverick had been elected to Congress. His health had become so bad that, during the campaign, he staggered as he walked. Although by this time he was on the water-wagon he was often accused of being drunk.

"It was painful campaigning. Beside being called a wicked Red, I was also accused of being a gentleman of the bottle."

A Capitol policeman arrested him when he called on U. S. Sen. Morris Sheppard, one of the leaders of the Prohibition element during the "bootleg decade." He finally convinced both the policeman and the Senator that he was only a sick man.

The depression was on while he was Tax Collector of Bexar. Thousands of down-and-outers were on the road. Maverick let his whiskers grow, wore old clothes and toured the jungles. Then he opened a "colony" in San Antonio for the destitute.

As long as his parishioners had no money the colony flourished. But he insisted that each colonist turn whatever money he made into a common fund and, as fast as they got on their feet, they moved on. When the Government began to grant relief, the colony blew up. The men had worked when they had to work but when they could loaf with full stomachs they did so. The colony proved to be a complete failure, but Maverick feels that he had learned a lot of things.

The things he believes he learned, as they appear to a listener and a student of "A Maverick American" are in general that the people do not cooperate very well. They are interested in their

own affairs and not greatly interested in the affairs of the nation.

"All basic ideas as to soil or primitive political or social organizations are either absent or very faint in the American mind."

Disregards the chambers

MAURY Maverick never refers to the 1,600 chambers of commerce in this country which have done so much for the local communities.

It seems hard to interest him in the fact that the local chambers live with the small business men, know and understand their problems, and—as well established organizations—are not only equipped to help small business but have, in fact, been doing so for years.

The local chambers have stood the test. Supported by small business, their activities in behalf of small business have had to be sound, practical, and down-to-earth in order to win and hold that support—not a bad test, be it noted, for any activity designed to help the small business man.

But he measures the American people by his Diga colonists, "who were good people. About as good as any, although hungry and unfortunate." He can see clearly the mistakes of the past. Priceless soil was washed away and the forests were slashed down. He would have the Government correct these mistakes. He thinks our former economic system must give way to a new one.

"One or the other must be dominant."

He put his theory into operation. Finding that the voters did not listen when he talked tariff, world trade, the Constitution, "throwing in a good ballast of facts," he became a demagogue. When he was called a communist he called his opponent a Little Lord Fauntleroy, "flying up to Wilmington in his big airplane to be entertained by the du Ponts." He admits this was not very lofty campaigning, because presently the issue was whether Maverick lived in a brick house.

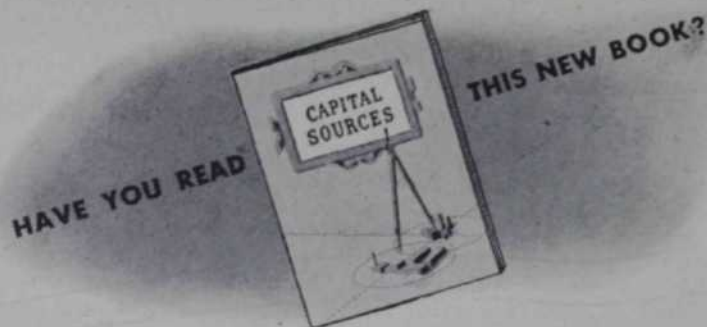
In Congress he went all-out for everything that the Government could do for the people. He led the fight for the TVA and for the conservation of natural resources, forests and power; he proposed federal housing and slum clearance, made into law the Cancer Research bill and proposed legislation which led to the passage of the Venereal Disease bill.

He thought he saw a world war approaching, and in 1937 introduced a bill for the training of 50,000 aviators a year. At that time we had about 700 military fliers. War talk was frowned on. We were selling scrap metal to Japan and continuing to believe that peace could be preserved by oratory. Maverick got nowhere.

In 1939 he was elected mayor of San Antonio for a two year term, beating a strongly entrenched political machine. He



"Look, Harriet, our boss saw us in Nation's Business and got safety minded"



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reorganized the city government, revised the city codes, introduced modern methods of crime protection and balanced the budget. A long list of civic steps forward might be cited. But he did not succeed himself. There was some annoying talk about the payment of the poll taxes of certain indigent voters. What with one thing and another, it did him no good. He came to Washington as director of the government division in the War Production Board in 1941. In that position he had jurisdiction over many types of spending. Then he was moved on to the Smaller War Plants Corporation.

"We've got to do something for the small business man," he says.

He has a list of things he wants to do.

"If I can't do 'em I can get out."

He is cheerful and optimistic about the job. For one thing he wants small business to have an equivalent of the research laboratories of the big business companies. The Government should arrange this, though possibly not run it. SWPC already has the rudiments of such a technological service, having placed a trained man in each of its 14 regional offices to direct business questioners to university and other labs. He wants to get "venture capital" invested in business. He has an idea for "participation loans," in which the Government will supply that part of the needed capital which the local banks are unable to handle. He thinks that affairs will be even less stable after the war than they have been in the past and would like to see the SWPC made a permanent part of government. Unless extended, its life will end in June, 1945. He sees nothing to be alarmed about in government sharing in what used to be private business. He asserts his belief in free competition—and no one would doubt him—and wants to urge the business man to take a more active part in politics.

He maintains vigorously that he abhors state socialism but that we may be forced into it by—guess who—private interests. There is nothing essentially evil in bigness to him, if the bigness behaves itself, nor anything essentially righteous in smallness. We cannot stop spending suddenly when "peace breaks out," and if we do not combine government spending with private enterprise "we will have chaos."

"Wealth," he says, "creates dollars and dollars do not create wealth."

But to get well under way the post-war prosperity that he foresees, the dollars must be borrowed to get the production of wealth started, and if he worries at all about the government debt he keeps his fears under control.

The first Maverick came to America in 1620, helped take New Amsterdam from the Dutch, and Mavericks have fought in every war. Sam Maverick failed to brand the 400 cattle he took on a debt in Texas in 1849 and so unbranded cattle have been called Mavericks ever since and the story that Sam Maverick was a cow-thief is unfounded and libellous. He was merely not a careful business man. Maury lives up to his name—he is hard to rope and no one has yet put a brand on him.



170 pounds of fighting man with 7½ TONS OF BAGGAGE



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Nearly 15,000 pounds of baggage go overseas with every Yank, to make him a better fighting man, and a *safer* fighting man.

Stowed on board are his outfits of clothing, designed especially for the particular tasks ahead of him; his weapons, the best in the world; drugs to guard his health and save his life; food to sustain and nourish him under any conditions; equipment to shelter and assist him in the field. Nothing is denied him that will increase his fighting chance.

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NATION'S BUSINESS for March, 1944



GUSTAV ANDERSON FROM EWING GALLOWAY

Newfoundland women used to work hard, dress plainly and look weather-beaten

Land of New-Found Riches

By C. L. McPHERSON

THE WAR has brought wealth to Newfoundland, a taste for luxuries—and many new problems

TO MANY COUNTRIES, the war has brought misery, starvation and death. But to Newfoundland, the war has brought unheard-of prosperity.

About 900 miles northeast of Boston by air, this poverty-stricken colony of Great Britain—a country of fishermen without fishing fleets and without a market for the few fish they do catch—is enjoying the greatest spending spree in its history.

The people are receiving wages that exceed their wildest dreams, buying luxuries they hardly knew existed.

Newfoundland, except that some of its volunteers are giving their lives in His Majesty's service, has perhaps benefited more from the war than any other country in the world.

Up there they call Uncle Sam, "Santa Claus."

Since 1940, when part of our old destroyer fleet was traded to Great Britain for a number of 99-year leases on naval and air bases in British possessions, Newfoundland has been practically rolling in wealth.

Before that, the average wage for



SIGNAL CORPS PHOTO

Now the girls have permanents, and make up like Hollywood stars

1944

10th Birthday of the Streamliner

★

On February 12, 1934, the M-10,000, first modern American streamliner, was delivered by its builder, Pullman-Standard, to the Union Pacific Railroad

IN 1933, after painstaking investigation of all car manufacturers' designs, the Union Pacific Railroad commissioned Pullman-Standard to build America's first modern streamlined train. It is significant that, in the following ten years, Pullman-Standard—creator of that extraordinary innovation—built more than 71% of all lightweight streamlined cars purchased.

By December 1941, after seven years of service and 899,113 miles of fast, comfortable operation during which it had earned over three times its original cost, the *City of Salina* (formerly the M-10,000) was no longer able to handle the heavy traffic demands without adding cars which was impracticable with this type of articulated train. However, it had pioneered lightweight equipment—proved its practicability and economy. With the shortage of aluminum the Union Pacific, nine days after Pearl Harbor, offered the train on the altar of freedom to be transmuted into swift fighting planes—fitting reincarnation for a grand and honored pioneer.

On February 12, 1934, modern rail transportation was born. Pullman-Standard made railroad history in the ten years that followed, up to the stoppage enforced by the War Production Board, 2116 lightweight passenger cars were built by the car building industry of which 1505 or almost three-fourths of the total were built by Pullman-Standard for the following 18 railroads and The Pullman Company:

THE ATCHISON, TOPEKA & SANTA FE RAILWAY COMPANY
BANGOR & AROOSTOOK RAILROAD COMPANY
BOSTON & MAINE RAILROAD
CHICAGO & NORTH WESTERN RAILWAY COMPANY
THE CHICAGO, ROCK ISLAND & PACIFIC RAILWAY COMPANY
GREAT NORTHERN RAILWAY COMPANY
ILLINOIS CENTRAL RAILROAD COMPANY
THE KANSAS CITY SOUTHERN RAILWAY COMPANY



The M-10,000

LEHIGH VALLEY RAILROAD COMPANY
THE NEW YORK CENTRAL RAILROAD COMPANY
THE NEW YORK, NEW HAVEN & HARTFORD RAILROAD COMPANY
NORFOLK & WESTERN RAILWAY COMPANY
THE PENNSYLVANIA RAILROAD COMPANY
THE PULLMAN COMPANY
ST. LOUIS SOUTHWESTERN RAILWAY COMPANY
SEABOARD RAILWAY
SOUTHERN PACIFIC RAILROAD COMPANY
SOUTHERN RAILWAY SYSTEM
UNION PACIFIC RAILROAD COMPANY

There, truly, is stirring proof of confidence in products built by Pullman-Standard—a confidence rooted in its sound engineering practices, in unequalled organization and manufacturing facilities—in the experienced judgment born of 85 years in the building of railroad equipment.

Of those 1505 lightweight cars—with their low maintenance costs—not one has failed. And every type of Pullman-Standard-built car has met and withstood the severe safety test conducted by the Association of American Railroads since that test was instituted.

And how do "people" feel?—the vast army of men and women who ride on trains? They have expressed their preference by paying fares; have made Pullman-Standard streamliners the top revenue producers of all.

Why this enthusiastic public acceptance? Not only because of the comfort and convenience offered by this modern lightweight transportation, but in addition because of its *safety*—of that instinctive reliance that men everywhere place in products they know to be trustworthy.

These brilliant advances of the last ten years promise well for future performance. Expect comforts, and conveniences, beyond any you have known. Expect improvements born of new knowledge gained in the vast laboratory of war production. To the achievement of those goals we bring many new assets of heightened ingenuity and new skills; and also an old one which will never change—the fundamental belief in quality, the traditional purpose that every product of Pullman-Standard shall first and of all things be *safe* and dependable. For this company, while ever alert for what is new and worthy to be used, has never compromised with safety—knowing that progress and safety can go hand-in-hand—has never, for the sake of novelty, experimented at the public risk. And never will!

All Out for Victory in 1944

We have been asked by the railroads, in cooperation with the Government, to build passenger coaches in 1944 to support wartime transportation. To hasten victory, we shall continue at top speed to produce weapons of war. We have built or are building escort, rescue and landing ships, freight cars, troop sleepers and hospital cars as essential vehicles of war, and vast quantities of tanks, gun carriages, plane assemblies, shells and bombs, trench mortars and parts for anti-aircraft gun mounts.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★
★ **Let's buy Bonds** ★
★ Then one bond more for "Victory" ★
★ in '44. Let's all back the attack. ★
★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★

PULLMAN-STANDARD CAR MANUFACTURING COMPANY

Chicago, Illinois . . . Offices in seven cities . . . Manufacturing plants in six cities

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labor, when any work was to be found, was \$10 to \$12 a week. Relief for the unemployed—a big percentage of the population—was six cents a day.

Today the average wage scale "on the bases"—and most of Newfoundland's workers are, or have been, employed at different times on the bases—is \$25 to \$35 a week, with some earning as much as \$75 a week.

When folks in the United States read that our Government had exchanged some of our ancient destroyers for strategic bases in the North Atlantic and Caribbean, it sounded like a good deal. It was, too, because we had to have those bases. The Newfoundland bases alone have been of immense value to us in the war on the submarines and in opening the sea lanes to Europe.

But the old destroyers were just a small first payment.

Our Government had to buy individually each property owner's tumble-down habitation with its acre or so of rocky or peat-covered land. We had to move the man and his family to some other place and provide him with money and materials to build a new home. We had to buy old churches, build new ones, buy cemeteries and move the bodies of hundreds of long-dead Newfoundland pioneers.

We had to refinance the old New-

foundland National Railway—a "narrow-gauge," fair-weather sort of a line over which, in peacetime, trains took five hours to make the trip from St. Johns to Argentia, less than 80 miles. Today the road has new rolling stock, new rails, new bridges. It is used to haul supplies to the bases. Our engineers also built highways, and kept them open in the winter—something new in Newfoundland.

Local labor employed

THE United States became such a customer as Newfoundland merchants had never known. By the terms of the lease through which we obtained the bases, Newfoundland labor had to be used, and everything that could be bought by us from local merchants had to be bought there. New companies were formed, old companies were revived to take over agencies for American products.

Millionaires were made on Water Street—the business section of St. Johns, the Newfoundland capital. And St. Johns itself, a quiet little trading center for fishermen before the war, grew from 50,000 population to 200,000 population in two years.

At first American contractors hired only laborers from Newfoundland and brought skilled workers, plumbers, car-

penters, steam-fitters, mechanics and engineers from the United States. As soon as the Newfoundlander discovered, however, that all he needed to do was to be classified as a carpenter, mechanic or plumber to obtain 100 per cent more salary, he quit the base he was working on and moved to another as a skilled laborer. Thousands of them got away with it.

All Newfoundlanders know the rudiments of carpentry. With an ax and a saw they had built their own boats. So on the bases they became carpenters. They arrived each carrying a little hand ax and a saw, often in a burlap bag. When they left the base it usually took two of them to carry away one man's chest of tools.

Until recently, Newfoundland had no rationing and even now rationing laws are not rigidly enforced. Gasoline (usually from the United States by way of Canada), meat, sugar, butter and fats, canned and dried fruits and vegetables have been available to Newfoundlanders in almost unlimited amounts.

While Americans employed on the bases were receiving letters telling of the difficulty of buying meat, butter and sugar at home, they could read Newfoundland advertisements offering canned baked hams, canned turkey,

(Continued on page 82)



Drying fish in Newfoundland. The country lost its European market after the First World War, sank into depression and did not recover until we began building our naval bases



Night life . . . down South!

THE blackness of the Southern sky is broken by the brilliance of a hundred hissing welders' torches.

The stillness of the Southern night is shattered by the piercing, punching chatter of busy riveters' hammers.

This is night life in the South of today . . . a Southland proudly working around the clock to help speed Victory . . . a Southland proudly performing miracles of production at a time when miracles are sorely needed.

Serving this great and growing Southland, the vast steel network of the Southern Railway joins mines and mills . . . forests and factories. It welds all of the South's

people . . . its diversified industry . . . its abundant natural resources . . . into a compact, hard-hitting force that is striking telling blows against the despicable enemies of all free men.

And America's great day of final Victory will find the Southern Railway and the modern Southland it serves able, ready and eager to make great and lasting contributions to the better, brighter world ahead.

Look ahead . . . Look South!

Ernest E. Harris

President

SOUTHERN RAILWAY SYSTEM

The Southern Serves the South

Trying to Lift Ourselves by

By FRED R. FAIRCHILD

Professor of Political Economy, Yale University

THERE IS today a certain school of thought and policy which maintains that we are now in a "new era"—looking forward to new goals and facing new problems, possessed of new knowledge and understanding—making us superior to the formerly accepted principles of economic science.

Those who think thus would have us adopt a program of postwar finance under which principal attention is given to government functions with little interest in reducing expenditures. The main idea is to formulate the ideal program of what government is to do for us and let the expense take care of itself.

There is, for example, the National Resources Planning Board's elaborate plan for social security "from the cradle to the grave" (the so-called American Beveridge Plan). The report in which this plan is offered includes no estimate of the cost. The Board indeed makes clear that it does not regard the financing of its program as presenting any very serious problem.

The only estimate of the cost of total social security I have seen, based apparently on careful, detailed analysis, concludes that the "ultimate cost of the Social Security program, as it is now being considered is about \$20,000,000,000 a year."

Ambitious plans for after the war indicate a normal public works program, for federal, state, and local governments, of about \$5,000,000,000 a year. Additional billions for superhighways and "rebuilding America" are being talked of.

As for postwar housing, one enthusiastic estimate calls for 2,000,000 dwelling units per year for ten years, half of this program financed by private capital and half in the form of public housing projects. Assuming an average cost of \$5,000 per unit, the public cost works out at \$5,000,000,000 a year.

There are proposals for new conservation dams and for new public hydroelectric projects, at costs running as high as \$6,000,000,000 over a few years.

Other proposals include federal aid to education, public welfare, possible agricultural aids, and subsidies for forestry, wild life, etc. These projects would give us more billions of public expenditure.

Passing on to wider fields, numerous plans are under way. The current proposals for an international monetary system and the stabilization of national currencies and the foreign exchanges would require contribution of a few billions from the United States.

America is certainly going to be called upon for "lend-lease," or something of the sort, to help rehabilitate other na-

Cost of Government

For a rough estimate of the Government's finances when hostilities cease, let us assume that expenditures will be running at the rate of \$96,000,000,000 a year, as predicted in the latest budget estimate (Jan. 10, 1944) for the fiscal year 1944, and that annual revenues will be about \$41,000,000,000, as predicted in this same budget message.

The latest budget estimate puts the public debt at \$198,000,000,000 on June 30, 1944.

The debt is increasing at the rate of about \$55,000,000,000 a year. Assuming that the war will end about a year from now, let us put the debt figure at \$230,000,000,000.

With this start it is possible to essay a modest prediction of the state of our federal finances during the first postwar decade.

After World War I, the maximum expenditure was reached in the fiscal year 1919. After this war, there will be costly tasks of mopping up and helping the rest of the world get back on its feet. Demobilization will be slow and expensive. Eventually expenditures will start down and, following historical precedent, should decline rapidly for the next year or two.

Taxes also may be expected to decline, though here also the start may not come at once. The maximum revenues of the Civil War came in the fiscal year 1866. After World War I the peak was not reached till 1920. In view of the severity of present taxes, I should expect the decline to begin sooner than it did after the last war.

The current deficit should gradually decline and the budget approach a balance. Until the budget is balanced, the public debt will be increasing. Assuming that a balanced budget is finally attained after two or three years, a postwar addition of as much as \$40,000,000,000 or \$50,000,000,000 to the public debt is possible, bringing the debt to approximately \$280,000,000,000.

The transition period having passed, what level of government expenditures may we expect in the new equilibrium?

tions. The United Nations Relief and Rehabilitation Administration presents a program of immediate aid to needy nations at a cost of \$2,500,000,000 in the first six months. Of this, our Government is expected to provide \$1,000,000,000 to \$1,500,000,000.

When we look for an overall picture of this stupendous array of spending projects, which extends far beyond the few examples I have cited, we must of course recognize the possibility that no

one person or group would favor all of these projects or accept responsibility for the cost of the whole. The significant fact, however, is that no particular advocate appears to believe that adoption of his pet project would necessitate clipping the wings of any other project. The idea that these many plans might be in competition for government money seems not to be entertained. The money may be counted on to discover itself.

Under this new concept of public fi-

Deficit Bootstraps

in the Postwar Period

Public expenditures should certainly be lower than during the war, but will not be down to the prewar level. After World War I, the United States had by 1922 reached a new equilibrium with annual expenditures nearly five times the prewar level.

Preceding this war we were borrowing for current expenses at an average rate of \$3,000,000,000 a year for emergencies.

To obtain a sound basis for the historical analogy, we should take for our base the year 1931, the latest year before antidepression expenditures changed the picture. In that year we find annual expenditures of \$3,652,000,000. Four or five times that would give us something between \$15,000,000,000 and \$18,000,000,000.

Now let us see if we can make any progress by direct estimate of the postwar cost of government. For a debt of \$280,000,000,000, the annual interest charge might easily be \$6,000,000,000.

It is safe to assume that, for several years at least, we shall need a large military establishment; say \$6,000,000,000 for this purpose.

For all other ordinary functions of government, let us allow about \$5,000,000,000.

Finally we must include in our postwar picture some regular reduction of the public debt. The annual reduction of debt after World War I was the equivalent of three and one-half per cent of the maximum debt. To match this record would take \$10,000,000,000 a year. Reduction at such rate appears to be out of the question. To be ultra-conservative, let us call it \$2,000,000,000.

We thus arrive at a total of \$19,000,000,000 a year as the postwar cost of government. This appears close to the minimum.

It is also probably about the maximum. Obviously this postwar picture includes a balanced budget. The whole bill has to be met by taxation. And \$19,000,000,000 of taxes is, I think, about all that the nation can stand. Adding state and local taxes will make nearly \$30,000,000,000 in all, or about 25 per cent of a national income of \$120,000,000,000.

nance, taxation is no longer regarded as serving primarily to raise money to balance the costs of government. On the contrary, its principal function is to control economic conditions, redistribute wealth, promote social reform, and guide the national destiny.

The new school has little to say about the details of financing its program. Some professedly consider this of little importance. None seems to think it necessary to finance the cost entirely by

taxation. The deficiency can always be made up by borrowing.

To the apostles of this school, continuous borrowing is positively beneficial, or even necessary. It gives the people additional income and purchasing power; it absorbs the people's excess savings and provides investment for idle surplus capital; it makes possible full employment; it promotes prosperity and prevents depression.

This philosophy contemplates as gen-

erally desirable the continuously unbalanced budget and the continuously increasing public debt. It seems to follow that there is no necessity ever of seeking surplus revenue to reduce or extinguish the debt; and it seems equally to follow that there is no limit to the debt that can properly be accumulated.

I have no hesitation in asserting my belief that the theoretical basis underlying this new debt policy is false. It is a novel theory; it flies in the face of generally accepted basic principles of economics; and it violates traditional precepts of public finance. This of course would not condemn the theory, if its truth were demonstrated. That, I submit, has not been done, either by rigorous logical reasoning from principles—the theoretical approach—or by reference to the facts—the historical approach.

On the other hand, the dangers are quickly demonstrable.

Interest charge will be high

WE SHALL start the postwar epoch with a huge public debt. The annual interest charge will be about \$6,000,000,000—more than eight times the entire cost of operating the federal Government in the fiscal year 1916 and almost double the entire cost of the Government in the postwar equilibrium at which we settled after the last world war.

From this starting point, the debt is to be increased each year. The pure theory seems to imply that there need be no limit to the amount of the annual increase and that this can go on forever.

Prof. Seymour Harris has, indeed, produced the *reductio ad absurdum*, "If, in a period of 50 years," he says, "we could attain to a national income of \$200,000,000,000 plus the interest on government securities, then a public debt of \$4,000 billion (4 trillion dollars) might well be within the realm of possibility."

The annual interest charge he thinks might be \$100,000,000,000. Add to this the \$35,000,000,000 or \$40,000,000,000 which he seems to envisage as the total of other government expenditures (of all grades), and we have government costing more than the entire national income on anything like the present status.

Let us get back to realities. A constantly mounting debt means a constantly rising interest charge. If this is to be met by taxation, then taxes must be constantly increased, or government activities must be limited. The alternative is to borrow the money to pay interest on the debt. To the new school of finance there is perhaps nothing shocking about this. To me it looks a good deal like perpetual motion.

Back to realities again. Regardless of the theoretical limits, things would eventually go to smash. Intelligent, practical men—investors, industrialists, bankers, and the American people generally—are not going to be reassured by the theories of the new philosophy when they touch their own investments, and businesses, and savings. There would be loss of confidence. Holders of the govern-

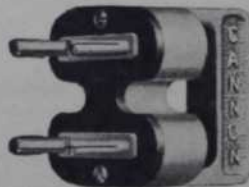


**AND NEXT MONTH
WE'LL HIT THE JACKPOT**

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ment bonds would become anxious. The bonds would depreciate.

As individual investors lost faith and sold their bonds, they would tend to come more and more into the hands of the banks and financial institutions, weakening their condition and further impairing public confidence. Eventually government credit would fail and, under all the circumstances, it is not easy to see how general fiscal collapse could be avoided.

There would be political uprising against the huge and increasing payments out of the public treasury to a so-called "privileged class" of bondholders. Does anyone imagine that, under the debt conditions which we are now asked to contemplate, ambitious politicians would miss this opportunity to stir up the voters to protest. And just to the extent that the bonds had come into the hands of banks, insurance companies, and other financial institutions and wealthy individual investors, would the popular protest gain force and the political resistance be weak.

Debt encourages inflation

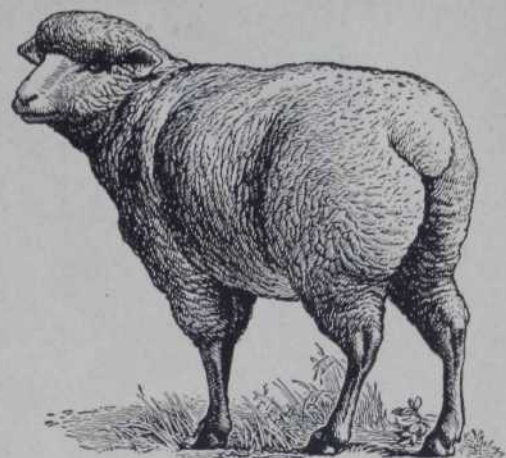
SOONER or later the response would be repudiation in one form or another. And always in the background there is inflation, the ever ready instrument to accomplish repudiation without its open admission.

Our friends of the new school tell us that the danger of inflation in peacetime is negligible. This is just another assumption, not supported by anything that deserves the name of sound theory. That inflation could be avoided under the regime of continually unbalanced budgets and rising debt seems hardly conceivable. Paying government expenses by creating bank credit is inflationary.

Not the least disturbing of the aspects of the new debt philosophy is that it permits, and indeed invites, unlimited government spending. That is, of course, its ultimate purpose. Announcement of the harmlessness of perpetually growing debt relieves the Government of the necessity of balancing its budget and so permits unlimited activities at unlimited expense.

Thus the road is cleared for government attack on private enterprise. Public spending, public investment, may take the place of private investment and enterprise. The investor and the entrepreneur find the field of their ventures constantly narrowed. In many lines they find themselves in competition with government, and, whereas they must meet their costs, their public competitor suffers no such handicap.

It is admitted that the success of the new debt philosophy depends on a constantly increasing national income. When government competition, restrictions, and threats discourage private enterprise and so cause the national income to decline, the response will be still more government investment and still more government spending to make good the alleged "deficiencies of private business." So we make further progress along the road toward the destruction



Can you get 'em across the river?

You've got a fox, a sheep and a head of cabbage, see? (Don't ask us how you got 'em — you just got 'em.) And you want to ferry all three across this river. You can make as many trips as you like, but you can't take 'em all at once. One at a time. Now, if you leave the fox alone with the sheep, he'll raise old Ned with the mutton. And if you leave the sheep alone with the cabbage, you won't find enough cabbage left to make a spoonful of cole slaw. How are you going to get 'em across the river?*

Our psychologist friend says if you can do this in six minutes you're right smart. And if you can do it in three minutes — why, you're a puzzle expert.

We're experts on puzzles, too — but a different kind. *Figures* — that's our specialty. Particularly when they're connected with business and industry. When a puzzle has something to do with costs and payrolls — we have a field day. We've got puzzles like that down to a system. Actually make *machines* do the work.

We call our machine the Comptometer. It's fast, to save manpower; economical, to save money. It's a vital weapon in Management's battle for increased production. Felt & Tarrant Manufacturing Company, 1712 N. Paulina St., Chicago 22, Illinois. Makers of Comptometer Adding-Calculating Machines.

* If you can't figure this one out—write us.



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With credit insurance, your working capital won't be affected if an abrupt halt to war activities upsets some of your customers...and they suddenly find themselves unable to meet their obligations. *Your* postwar plans won't have to be held up, awaiting settlement of delinquencies or insolvencies.

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Manufacturers and Jobbers in over 150 lines of business carry American Credit Insurance. You need it too. For further information, write for our booklet, "The A-B-C of Credit Insurance." Address: Dept. 41, American Credit Indemnity Co. of N. Y., First National Bank Building, Baltimore-2, Md.

J. T. Madden

President



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of free enterprise and the exaltation of totalitarian government.

What then is the alternative? If and when we arrive at some postwar equilibrium, we may have a debt of \$280,000,000,000 more or less. This gigantic sum will impose on the American nation a tremendous problem. I do not believe that this huge national debt will be our undoing. But I do think it will be touch and go.

First, a balanced budget

IF WE are to survive, preserving our fiscal solvency and our American way of life, we shall have to deal with this problem of the public debt in terms of reality.

Nothing will, I am convinced, save us, unless we promptly restore the balance of our national budget. I realize of course that this cannot be done immediately after hostilities cease. There will be cleaning up operations, demobilization, conversion of the nation back to the status of peace. All this will cost money. But through it all we must have our sights set on the balanced budget.

Nor is the mere balance of costs and revenues sufficient. It is also essential that we begin repayment of the debt. Paying off the debt in full is not what I mean. That could not be done—short of some unforeseeable good fortune—except over a long period of years. It does not have to be done.

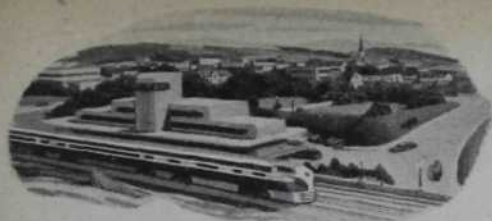
If only we balance our budget and have a modest surplus for the regular retirement of the debt, that will I think be enough to show our good faith and maintain the credit of our national debt.

Obviously the basic factor of the problem is the amount we can raise by taxation. I have neither the ability nor the inclination to fix any precise amount. I am certain that the amount will have to be much less than our present tax revenue.

I suggest that the annual appropriation for debt repayment need at the start be only enough to indicate our seriousness of purpose and our financial strength. Something, shall we say, in the neighborhood of \$2,000,000,000 a year.

If the federal Government collects \$19,000,000,000 a year in taxes, and pays \$6,000,000,000 for interest and \$2,000,000,000 for debt retirement, then from the remaining \$11,000,000,000 we shall have to pay the cost of all our federal Government's activities. That will mean severe retrenchment; it will rule out many of the plans of postwar world reform. It need not prevent our taking our proper place in world councils or bearing our proper share of world control. We shall have to relinquish many dreams of domestic national policy and even withdraw from some paths to which our feet are already committed.

America still has boundless natural resources. She has still those possessions and qualities which have made us a great nation. Given the will and the determination, I believe we can master the situation, set our financial house in order, and preserve our American nation and our American way of life. The alternative is national disaster.



TRAIN OF THOUGHT FOR THE FUTURE

Some day this war will be won by America and her Allies.

Our first duty meanwhile is to meet the demands of the war. This we are doing.

The going hasn't always been easy or comfortable. We believe you understand the reasons, and we appreciate your patience, your good-humored acceptance of inconvenience.

And we'd like you to know our ideas of comfort and style go far beyond what we're able to offer today. That's why we print the picture below.

It will give you some idea of how we'd like to serve you—how we're looking and planning ahead right now to make future railroad travel a thrillingly pleasant experience.

It can't be done all at once. It will take money and time.

But you can be sure of one thing. Our goal is to give future America the finest transportation the world has ever seen.



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ALL UNITED FOR VICTORY



Preview of Postwar

By JAMES Y. SCOTT¹

THE machine tool industry has almost completed its big war job—is now finding out what “readjustment” means

THE MACHINE tool industry is finishing up the big job it was called on to do when America went to war.

Production peak in our industry came in 1942. Shipments of machine tools in that year totaled \$1,500,000,000. In 1943, shipments tapered off to \$1,300,000,000.

Best estimates of shipments for '44 are \$350,000,000 to \$375,000,000. To fill these orders will require only about a fourth of our productive capacity.

We are getting a foretaste of “post-war.”

When the war broke out, one of the country's most pressing needs was for machines with which to build machines—to mechanize our fighting forces.

Before American industry could start mass-producing planes, guns, tanks, trucks, ships, it had to re-tool.

Before a plant could shift over from automobiles to airplanes, or from typewriters to machine guns, it had to have new dies, jigs, fixtures, cutting tools and gauges; also new machine tools to meet stepped-up production schedules.

Machine tools are “machines which remove metal in the form of chips”: lathes, planers, milling machines, grinders, lapping machines, boring machines and drilling machines.

The industry includes 180 companies, most of them long-established and accustomed to violent ups and downs. In the worst depression year, shipments totaled only about \$22,000,000.

But the companies have never seemed inclined to stray from their own field. Through boom and depression, they have stuck to building tools, concentrating on precision workmanship.

To meet the demands of war, our industry increased its capacity tenfold.

Orders piled up but the tool builders came through—and on time. The tools were delivered on schedule; in some cases, even before they could be put to effective use.

Now comes the aftermath. Though the present demand for machine tools is double that of a good pre-war year, the



To keep its workers employed, the machine tool industry will have to find a market for its wares or make and sell something else

industry is already up against readjustment. Not readjustment to peacetime production, of course. With the war still to be won, that could not be.

Learning peacetime problems

BUT WE are nevertheless getting a head start in the direction toward peacetime reconversion—and what we are learning during this “pre-postwar” transition period should help us, when the real change-over comes.

There are certain things our industry wants to accomplish: The firms want to stay in business. They want to keep their organizations intact, their equipment busy. They want to earn a fair profit.

Our workers have played a big part in building up this industry—and toward them and their families, we feel a responsibility. We want to continue to give our workers steady employment at top wages, also opportunity to advance.

Only prosperous business in our field when peace comes can make these things possible. What are the prospects?

According to one view:

“The machine tool industry has produced so much during the war that it

has robbed itself of a market for ten years.”

The picture, however, is not that dark. By the time the war is over, America will be unusually well stocked with machinery. It will have by far the greatest productive capacity in the world.

Since 1939, we have shipped abroad some 200,000 modern, high-speed metal-working machines, and more will follow. These machines won't come back.

When the time comes to dismantle the giant repair depots for planes, tanks and trucks—which America had set up on foreign soil—the nations where these depots are located will take over the equipment for peacetime use.

But, even so, America will still have about 1,800,000 serviceable machine tools after the war. That is almost *twice as many* as we had at the end of 1939!

Sixty-five per cent of these tools, it must be remembered, will be government-owned.

The federal investment in machine tools at the end of the war will be, conservatively, \$2,700,000,000—five times the cost of the Panama Canal!

What will the Government do with these machines? The answer to that question will affect our whole economy

¹President, National Machine Tool Builders Association; and President, Van Norman Machine Tool Co., Springfield, Mass.

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Payroll Records. Your Payroll Sheet or Summary is prepared at the same time that the Employee's Earnings Record is posted and the Pay Check or Pay Statement or Pay Envelope is written.

Postings to the Employee's Earnings Record are made in original, not carbon impressions. When the forms are in the machine, all entries are completely visible.

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For MANUFACTURERS—Ohmer Tool Control Machines used in tool cribs to provide fast, simplified, fool-proof control over the movement of all tools.



For TRANSPORTATION EXECUTIVES—the famous Ohmer Taximeters now in use on thousands of cabs, and Ohmer Fare Registers, specially designed for both urban and interurban transit service.

These products are not immediately available because of war demands. But each is worth the immediate consideration of any executive who is making his postwar plans. For further information on any Ohmer product, write Ohmer Register Co., Dayton 1, Ohio.

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FARE REGISTERS and TAXIMETERS for transportation
TOOL CONTROL REGISTER SYSTEMS for industry

MANUFACTURERS OF REGISTERING EQUIPMENT SINCE 1898

—employment, peacetime production—our whole way of life.

Here are some of the things we, in the machine tool industry, would like to see Uncle Sam do:

1. **Decide well in advance** of the war's end which arsenals, shops, navy yards and spare manufacturing equipment must be retained "as is" to protect America against future emergencies and to meet the needs of our armed forces during the "pacification period."
2. **Stockpile excess machines** such as shell lathes and gun-boring lathes, which are useful only for turning out war materials.
3. **Let the contractor know** as soon as possible which government-owned machines he can retain after the war, and what the price will be. Transfer title promptly to avoid delay and legal complications.
4. **Let the present user** of government-owned machines which have no peacetime purpose know in advance where they are to be sent for storage.
5. **Make some of the surplus machines** available to trade schools and engineering colleges.

Regardless of how the Government disposes of its equipment, however, America will still have an unprecedented number of machine tools. This fact is not disturbing to our industry.

We believe that the pent-up demand for automobiles, refrigerators, washing machines, vacuum cleaners, new homes, radio sets, television sets, etc. will be so great, that all available machines—and more—will be needed to meet it.

By the time the Axis is licked, some of the country's present machines will be worn out. Others will be hopelessly

out-of-date. According to a survey by the *American Machinist*, 70 per cent of America's machine tools were ten years old or more when we entered the war.

Machine tools built before 1930 will not be able to stand up under the pace set by tomorrow's super-high-speed cutting tools. We are in the era of tungsten- and tantalum-carbide cutting tools which are ultra-hard and take a king-sized bite of the toughest steel. The development of these new tools has completely revolutionized machine design.

Any industrial plant which hopes to meet postwar competition will need modern equipment. For this reason, our industry does not anticipate a saturated market for its wares.

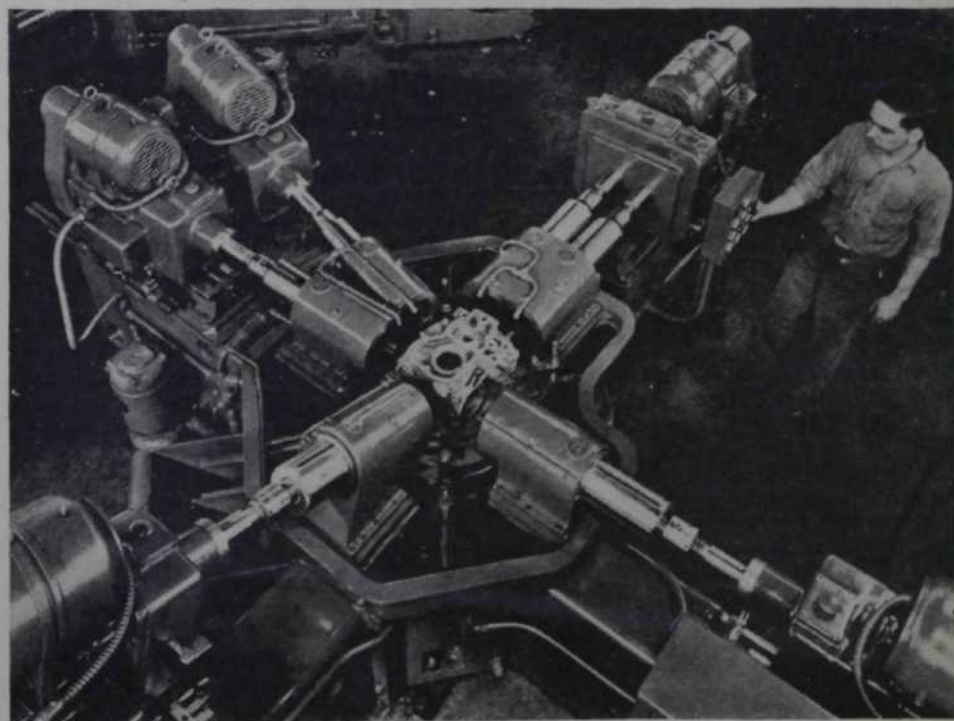
At present, we are keeping our employment up (though it naturally has fallen off some) and our equipment busy by producing actual war goods.

We have become sub-contractors and are turning out such things as landing gears, truck transmissions, landing barge parts, and engine parts.

Our plant equipment is not always in balance for this kind of work, it is true. A company may find, for example, that a certain war order keeps its planers busy but leaves most of its thread-cutting machines idle. But, for the first time in their lives, many in our industry are gaining real experience in mass production—and this experience promises to come in handy after the war.

Looking ahead, we are planning better and more efficient machine tools for tomorrow. It is our aim to design and build for the postwar market finer and more automatic machine tools than ever before: units which—even though operated by workers of relatively low skill—will produce to tolerances hitherto unknown in mass production.

Then, too, when industry shifts back



Special-purpose machines like this one, which do many operations at once, will be needed after the war but the demand will be limited



What should a shovel mean to you?

Perhaps you never thought of it, but there's a direct relationship between this shovel and the products you use—and the price you pay for them. For here, in the big open pits, is where mass production begins. From here come iron, copper, and other metallic ores for all manner of products... limestone for smelters... coal to stoke the furnaces.

Without modern shovels, all of these vital raw materials would cost far more per ton. And the finished products would cost more, too.

Right now, the big P&H Electric Shovels are working day and night under tremendous pressure to deliver essential materials in greater volumes—and at greater speed—for Victory.

And when peace comes, their jobs will be just as important. For low cost mass production starts with low cost digging and loading. They're part of the American idea of producing more goods for more people at lower cost.

P&H

HARNISCHFEGER

CORPORATION

EXCAVATORS • ELECTRIC CRANES • ARC WELDERS

Electric Cranes • Electric Hoists
Excavators • Welding Positioners
Arc Welders • Welding Electrodes

MILWAUKEE 14, WISCONSIN

HOISTS • WELDING ELECTRODES • MOTORS

"On time - I call this another Monroe triumph"



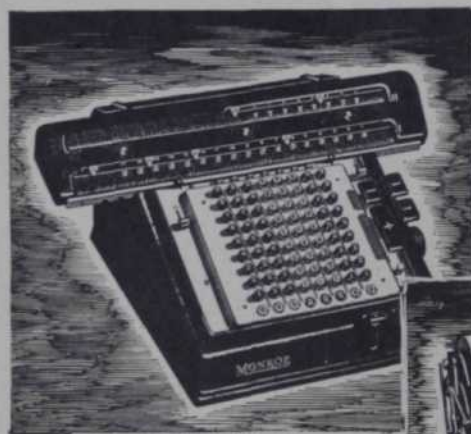
Business offices everywhere find the constantly increasing volume of figures and records a staggering load in the face of critical personnel shortage. Helping to get this essential work out on time—ready when needed, accurate—is the job of Monroe machines and the Monroe organization.

Payroll calculations and records, statistics and special reports, in-

voices, costs and inventory records, posting and accounting procedures—these are the life blood of business and Monroe renders invaluable service in speeding up and simplifying this work.

Call the nearby Monroe branch. Our representative will explain the availability of Monroe Calculating, Listing and Accounting Machines under the existing conditions. His counsel and experience will be helpful in suggesting short cuts and methods to save vitally precious hours.

Ask about our Guaranteed Maintenance Plan to keep your Monroes in top operating condition.



Monroe MA7-W Calculator

A timely example of Monroe's special wartime service is the new book—

MONROE SIMPLIFIED METHODS FOR PAYROLL CALCULATIONS

Ask the nearest Monroe Branch for a copy...or write to Monroe Calculating Machine Co., Inc., Orange, New Jersey.



Monroe 209-485-191 Accounting Machine

MONROE

CALCULATING, LISTING, AND ACCOUNTING MACHINES

to peacetime production, there should be some demand for individually designed special-purpose units—machines built for one specific job, as for instance, drilling, boring, tapping and reaming a transmission case in one operation. This field is limited because such machines can be used only in high-production plants where volume and materials warrant the purchase of high-cost tools for a fixed use. Nevertheless, there will be a market here.

Another market, and a substantial one, will be for repair parts and new attachments. The more machines in use, the more business there should be for the service departments.

A chance for export trade

WHAT about the foreign market?

Our best hope for trade abroad seems to be Russia. The Soviet Republic is rapidly moving ahead industrially, likes made-in-America equipment, and should be a good postwar customer, provided a satisfactory way can be worked out for paying for the goods.

There perhaps will not be much of a demand in Europe for machine tools, even though the need will be great. England has been expanding her plants and improving her products. The chances are she will be a stiff competitor in our field.

Latin America may develop into a market for machine tools, but present indications are that sales to our southern neighbors will not be high enough to affect total productive capacity.

To study the industry's postwar problems, our national association has appointed three committees: Sales and Service, Planning, and Government Relations.

As in other lines of business, we are finding that what may happen to us and to our employees when peace comes depends to a large extent on the Government. Questions like these are bothering the machine tool builder:

1. Will I be renegotiated out of my legitimate profits?
2. Will I be forced to pay over all my cash as taxes?
3. Will I find my contracts suddenly cancelled at the war's end, and my working capital tied up in partly finished parts?

The machine tool builder is concerned because he knows that, no matter how efficient he may be, he could still be forced out of business by Washington action. On the whole, however, our industry is hopeful. In the past, machine tools have been the lifeblood of industrial progress. The future, we believe, still holds wide opportunities.

As an industry, we are proud of the contribution we have been able to make to the war effort. And we are glad to have a breathing spell—a practical preview of readjustment—before the big day of actual postwar readjustment comes. And it may be that some of the things we are now finding out about "postwar" may prove helpful to other business men as well as to ourselves.



when a feeling of security is badly needed

Who can't remember an experience such as this! And perhaps you didn't sleep so well that night.

Insurance was created for the specific purpose of giving people a greater measure of security. Fire insurance on your home and other modern forms of protection help you sleep better. For the same reason, most people (76% according to a recent survey) consider financial stability the most important factor in selecting an insurance company.

It is worth knowing that since 1819 no policyholder has ever suffered loss because of the failure of the Aetna to

meet its obligations . . . which is why the Aetna Fire Group stands so high among local agents and brokers. These are the men who look at insurance through expert eyes, who fit it to your needs, who help you in event of loss.

Another fact having a bearing on your security is that when your insurance is with a capital stock company such as those comprising the Aetna Fire Group, it is backed by *both* a paid-in capital and surplus. You are never liable for assessment.

**Don't Guess About Insurance
—CONSULT YOUR LOCAL
AGENT OR BROKER**

Since 1819 through conflagrations, wars and financial depressions, no policyholder has ever suffered loss because of failure of the Aetna to meet its obligations.

WARS	CONFLAGRATIONS	DEPRESSIONS
1846 Mexican War	1835—New York City	1819
1861 Civil War	1845—New York City	1837
1898 Spanish-American War	1851—San Francisco	1843
1917 World War I	1866—Portland, Me.	1857
1941 World War 2	1871—Chicago	1873
	1872—Boston	1893
	1877—St. John, N. B.	1907
	1889—Seattle; Spokane	1921
	1901—Jacksonville, Fla.	1929
	1904—Baltimore	
	1906—San Francisco	
	1908—Chelsea	
	1914—Salem	
	1941—Fall River	



The Aetna Fire Group

HARTFORD, CONNECTICUT

Aetna Insurance Co. • The World Fire & Marine Insurance Co. • The Century Indemnity Co. • Piedmont Fire Insurance Co. • Standard Insurance Co. of N. Y. • Standard Surety & Casualty Co. of N. Y.

NATION'S BUSINESS for March, 1944

Sound Hopes in Maimed Bodies

By JOHN CARLYLE

PARTLY DISABLED MEN don't need sympathy as much as practical help in overcoming their handicaps

PRIVATE Jackson said he doesn't hope to be the welterweight champion. Not any mo'.

"I know 'em boys," he said. "They smaht. You think one 'em little old fightehs goin' come near to me where I can belt hell out of him? No, suh. No suh! Dey goin' run around me like squhhels. All I be doin' is stand post on my two tin feet."

Jackson grinned widely. He has the whitest teeth you ever saw. He has a round black head and a round black face



ARMY PHOTO

Physical therapy wards can gently massage a damaged joint in a whirlpool at the best temperature



SIGNAL CORPS

In occupational therapy learning to use a mechanical hand gives a man not only ability but also confidence

and bright black eyes. He has a fine, round, strong body and long arms and huge hands and round, muscular legs. Down to the anklebone, that is. At ten o'clock the night after the day on which the land mine went off Jackson was sitting up in his hospital bed. Every one had been mighty good to him. He had the other wounded men "giggling" in the hospital tent. He talked to them. Kinda kep' 'em from worryin'. The young women in the physical therapy division in Walter Reed General Hospital know that Jackson will make good. They know it.

"First off I'm goin' buy me little ole truck. Guvment give me money for steppin' on them land mines. Anybody who can drive a truck can get work. By 'n by maybe I have me a string of trucks."

The girls say that Jackson has the trick of it. A stout heart is everything in the maimed man's business of getting back to normal life. Most of the wounded men are just as brave as Jackson. Only now and then a man comes to the therapy wards—Physical T. for the early period of healing and Occupational T. for the training in useful work—who is not brave.

He may have been a hero in battle but he lacks the courage to face the future on one leg. Or to wear a wooden hand

What about Postwar and the Railroad Industry?

A statement by A. T. MERCIER, President of Southern Pacific

WE OF SOUTHERN PACIFIC meet this question more and more frequently these days, since our railroad is one of the largest industries west of the Mississippi.

It is a difficult question, because our future course depends on several hard economic factors we cannot fully foresee or control... factors such as postwar income and outgo, available cash, credit, the level of business activity, and the amount of income left after taxes. (Southern Pacific taxes in 1941 were \$21,000,000; in 1942, \$77,000,000; and for 1943 in the neighborhood of \$125,000,000.)

We cast an inquiring look at the future every time we order new locomotives.

Since early 1939 Southern Pacific has received or ordered \$46,000,000 worth of locomotives—a total of 300 steam or diesel engines—and we would order more diesels if we could get them. We need these engines now to do our war job, and we have no regrets over the expenditures involved. But it is a question whether or not we will have a surplus of power for postwar operations.

PREWAR PROGRESS A CLUE TO POSTWAR AIMS

Our actions in the past can be taken as a measure of our urge to go ahead in the future. During the dark decade of railroad revenues, 1930 to 1940, a new era in railroading developed such improvements as air conditioning of trains, streamlining, and the use of lighter weight metals.

Southern Pacific then placed in service such trains as the *Sunbeams*, the *Daylights*, the *City of San Francisco* and the *Lark*, and was in process of streamlining other trains when the war put a stop to construction of new passenger equipment.

Freight service, too, was being speeded up and improved. Southern Pacific pioneered and developed fast overnight freight service, a coordination of rail and truck transportation, with deliveries so fast that waybills had to be telegraphed to destinations.

So, while bending every effort to handle our war load, Southern Pacific plans, when peace comes, to continue a forward course by:

1. Extension of improvements in train accommodations and services inaugurated before the war.
2. Further development of services people like and use, as contrasted with services that the public does not use, and which operate at a loss, acting as a handicap to greater railroad progress.
3. Creation of new services and methods made possible by new inventions and discoveries adaptable to railroad transportation.

Postwar readjustment poses grave problems requiring realistic and constructive thought by all Americans if they are to be solved. But we face the future with confidence.

WE HAVE GOOD REASONS FOR CONFIDENCE IN THE FUTURE

- ☐ We believe that American ingenuity and enterprise will find ways to increase peacetime production and improve distribution, and we know that railroads will be needed to carry both raw materials and finished products.
- ☐ In the West and South, along our own lines, the war emergency has caused an amazing industrial growth. Many of these new industries will continue in operation after the war, and they will require good railroad transportation service.

- ☐ We believe that the railroads' handling of their huge war load—in the face of serious manpower and equipment shortages—has won respect and a new appreciation of the essential service railroads perform in peace as well as war. This public attitude should encourage fair dealing toward the railroads and equality of treatment with other forms of transportation, an important factor in railroad progress.

THE WARTIME TRAFFIC PEAKS have produced increases in revenue for the railroads, yet even today 27 per cent of the total U. S. railroad mileage is still in receivership.

Southern Pacific's financial position has improved materially. We are attempting to reduce our debts, and have made progress. With the wartime additions to our plant—larger yards, more locomotives, more passing tracks and sidings, and centralized traffic control—we will be a stronger railroad both physically and financially when peace comes, and so better able to keep step with the progress of the territory we serve.

We believe Southern Pacific will be an important factor in the postwar prosperity and progress of the territory we serve by providing efficient and economical mass transportation, a first essential of industry, by turning purchasing power into trade channels through the large sums paid in wages to employees, and by heavy purchases of materials and supplies.

A. T. MERCIER, *President*



S·P

*The friendly
Southern Pacific*

HEADQUARTERS: SAN FRANCISCO

*One of America's railroads—
ALL united for Victory!*

when he goes on the street. Or to get along with a hook on a harness where his right hand used to be. If he does not get his pluck back after a week or ten days in the O.T. ward out he goes. Back to the hospital. The girls are unbelievably kind and sweet.

Unbelievably. That's the word. They're angels. But they have no time to waste on a man who mourns. There are not enough of them. More of them are wanted. A new art is being born—it is more an art than a profession—in this physical therapy work. Industry will take note of it one of these days. The men hurt in the factories will be desperately wanted again.

Not as many such men are getting back to the job as should get back. Not as many, relatively, as the maimed soldiers. When this article was in the process of being written the Army changed its mind about them. Formerly such men were hospitalized, given a certain amount of training with the crutches and the tin feet and hooks for the hands and then discharged with a pension. The Veterans' Administration stepped in with a rehabilitation program for those

who wished to take it. Broadly speaking, however—this is not authoritative, it is merely the opinion of one observer—the maimed man was looked on as an unfortunate. He would never be whole again. If too many of them settled down to a life of apple selling or doing raffia it was not the fault of the men. This is still one observer's point of view. The men had been shoved into the Missing Parts catalogue.

Considered good men

NOWADAYS the idea is to get them back into action. Make them not merely useful items of society, but items which are maybe not as good as they were before they were hurt, but still good. So the Army isn't kissing the boys goodbye nowadays when they finish their O.T. training. They are to be kept in service. The manpower shortage has something to do with this, of course, but the new idea has more. The men are no longer I.C.—Inspected and Condemned—but are just as good men as you and I. Maybe better.

Look at Private Jackson. Man, if I

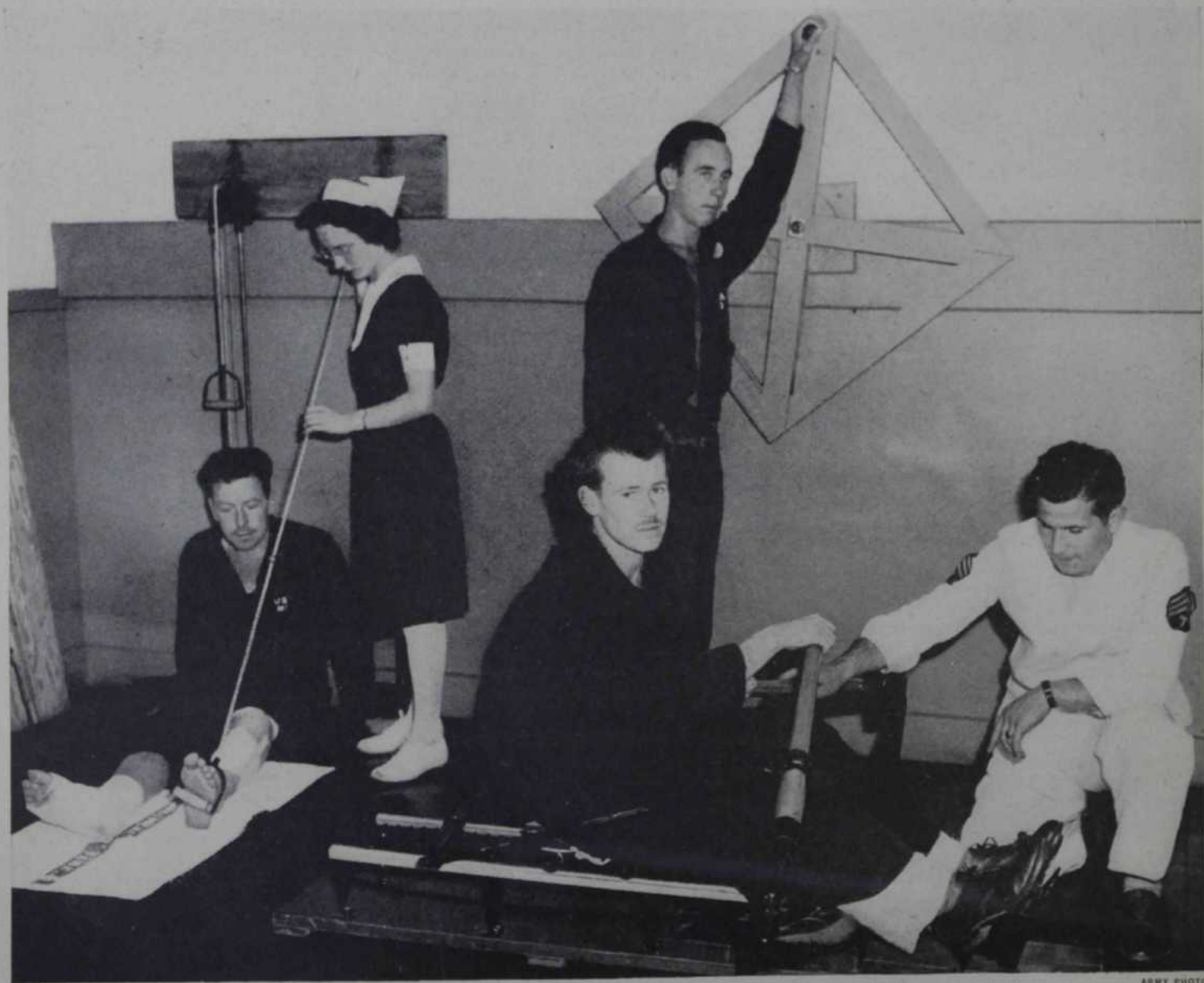
had a truck and wanted some one to drive it I'd speak for Jackson right now. Maybe the Army wouldn't let him go.

Perhaps I am not getting the thought over. But the girls in the P.T. and O.T. divisions say these men get along better than do the men who have been hurt in the factories. You know what happens when a man gets a hand torn off in a flywheel. Proper medical attention, of course, and disability compensation. Then he goes home. Mother babies him. Or his wife wears an artificial, bright face. Or the kids stroke his cloth softly and whisper, "Poor Daddy."

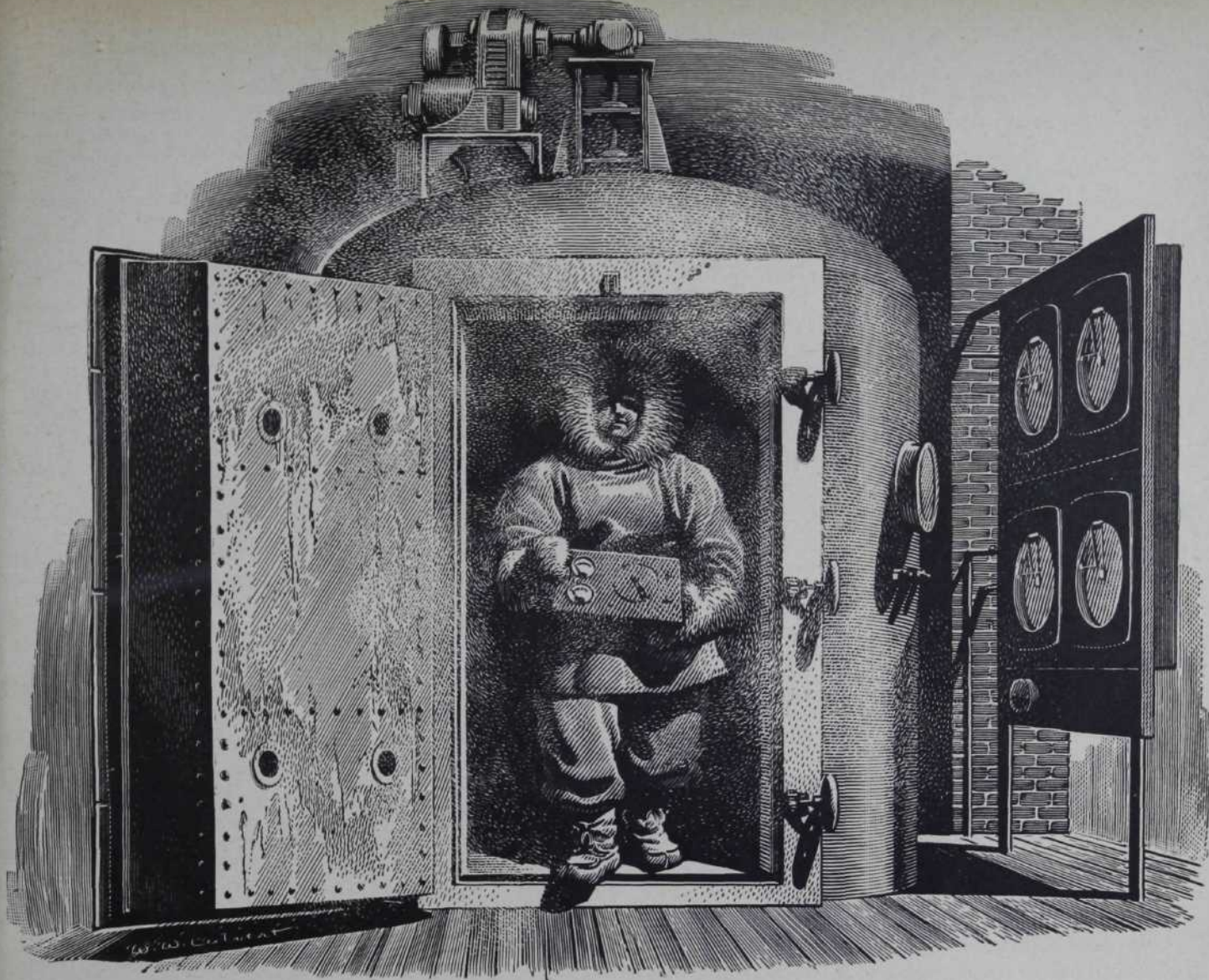
That kind of thing would break down the stoicism of The Sphinx. Presently the man is likely to develop into a front porch display. Not if he has the stout heart of a Jackson, of course. But even Jackson might—probably would—soften if he were getting sympathy all the time. A little sympathy is fine. A little too much is corrosive.

"Keep them away from home," the girls say.

Presently more will be said about the girls. Perhaps they will not enjoy being presented as being somewhat out of



In the physio-therapy gym at Lovell General Hospital, Fort Devens, Mass., special machines aid exercise of convalescent muscles. The aide keeps patients from overworking



13 Miles above the ground ... in a Philco Refrigeration Laboratory!

Philco REFRIGERATION engineers solve a tough problem in the production of military equipment . . . another example of how Philco's vast facilities for research and production are serving our armed forces.

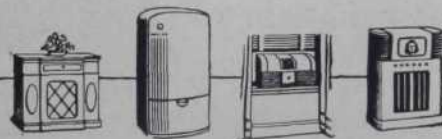
AT Philco, airborne electronic equipment and aircraft radios pass the stratosphere test—of thin air and sub-zero temperatures—in the laboratory.

This ingenious high altitude chamber faithfully duplicates every condition of temperature and pressure from sea level up to 70,000 feet! When aircraft equipment can maintain absolute accuracy and dependability at 70° below zero, with air pressure 1/20 of normal—it's *right*! And *only* when it's right does it leave the Philco plant.

The stratosphere chamber is just *one* of many instances in which the skill and experience of Philco refrigeration engineers have supplied the answer to the most difficult war production problems. It's an

NATION'S BUSINESS for March, 1944

example, too, of the precision and quality which, after the war, will again make Philco refrigerators and air conditioners *first* in engineering, *first* in convenience, *first* in advanced design!



After Victory, the legacy of Philco war research will bring you the newest developments of modern science in Radio, Television, Refrigeration and Air Conditioning.

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Far sighted manufacturers are
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DEPT. N

**SAN JOSE CHAMBER OF
COMMERCE**
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**SANTA CLARA
COUNTY** *California*



The population
center of the
Pacific Coast

sympathy with Mother and Tender Ministrations and Loving Hands. They are as kind and feminine and gay as any girls can be, but they do not drool over their patients. That's an unpleasant word. Drool. It has its place in the language, however. The girls manage to keep the right line between kindness and the Poor Boy kind of sorrow, and Industry might well have a look at that line and get on it. Because Industry has a problem of its own.

Disabled, but useful

EVERYONE says we will have a boom when peace finally comes. A boom for a time, at least. Every one will want more refrigerators and automobiles and fancy plastic gadgets and automatic houses and plumbing that never goes wrong on cold nights. Presently the world will be getting back on its feet. If American Industry and the American Government conduct themselves with circumspection and pep, a new golden age might dawn. So everyone says. This world has never, anywhere, had enough of everything for everybody. So these men who are being hurt in industry will be needed. Look at the figures.

Secretary of Labor Perkins said the other day that in 1942 "more than 2,267,000 persons were disabled while at work." Those are the latest figures available. "The 1942 total of disabling injuries was greater than in any other year since 1936—The total number of work injuries was four per cent greater than in 1941."

Miss Perkins is properly insistent on the reasons why and the results of industrial injuries.

"In the 27,600 manufacturing plants included in the survey there was an average of 19.9 disabling injuries for every 1,000,000 man-hours worked by the 7,200,000 employees. They lost 53,000,000 man-days of work. The deaths and

the 102,600 permanent impairments will result in lost effectiveness in future years equivalent to 210,000,000 days."

Take some more of it.

"The lost effectiveness in 1942 plus the loss due to similar injuries in earlier years—is equivalent to full-time employment for a year for more than 876,000 workers."

That's 876,000 years. Read that again.

No one can say, or even guess, at how many of the 876,000 disabled workers have been restored to what percentage of complete efficiency. Much less can any one guess at how many more would have been restored to how much greater efficiency if the P.T. and O.T. methods had been followed. The one demonstrable fact is that a great many more would be on the job today, getting to the bowling alley on Saturday nights, if too many of them had not been softened up by being subjected to Mother's overtender ministrations. I know quite well what emotions this will rouse in Mother's breast. The young women in the P.T. and O.T. divisions may not enjoy being represented in this light.

But there you are. This isn't a soft world. It may get harder. All of these men are needed to work for it. We had 253,000 wounded in the First War. Total war has not yet hit its stride.

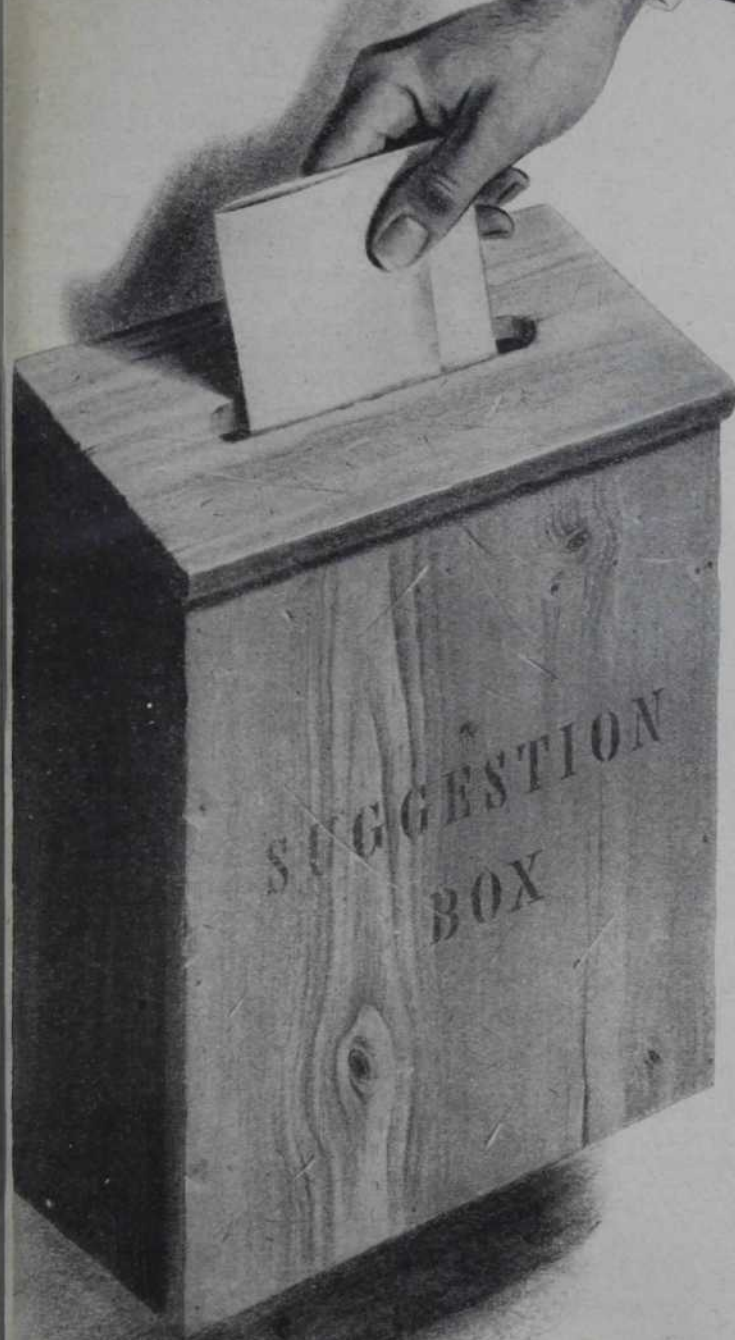
The Germans had the idea of real, first-rate rehabilitation away back in the First War. They were not moved by any tenderness. They wanted more men than they had, even in those days, and they refused to release a single man, if there were enough of his hulk left to be put to work.

In 1915 a group of correspondents was taken through the Hamburg Factory for the Maimed. Factory is a better word for it than hospital. On every floor in a huge building wounded men were being worked over by machines. Here a line of men were on bicycles and the power was



"For ten years he's nobody. Today he's a bottleneck"

One for your Suggestion box-



• Here's a thought we wish it were possible to drop into every suggestion box in the land.

You've insured your business against the loss of those assets most easily replaced . . . buildings, machinery, stock and even cash. But have you insured the business against the one loss that is most difficult for any business to recoup . . . the loss by death of the very management and technical brains responsible for its success?

Isn't that the most unbusinesslike risk any business can take? Because the right kind of insurance against this risk is at the same time a very sound investment.

We'd like to drop this thought into your suggestion box because Northwestern Mutual has helped so many firms protect themselves against the losses that always follow the death of key personalities. And here's another suggestion: because there is a significant difference between life insurance companies, you will find it well worth your while to discuss that difference with a Northwestern Mutual agent.

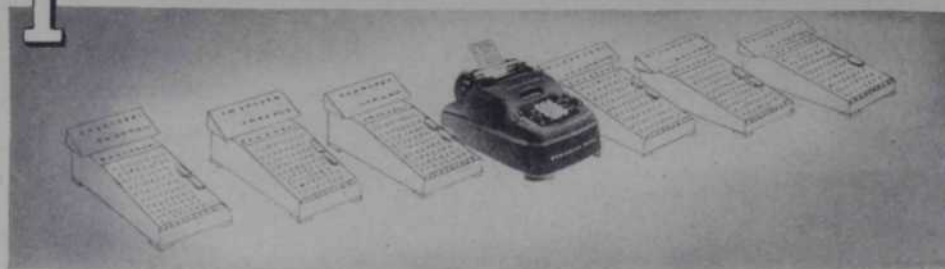


The **Northwestern
Mutual**

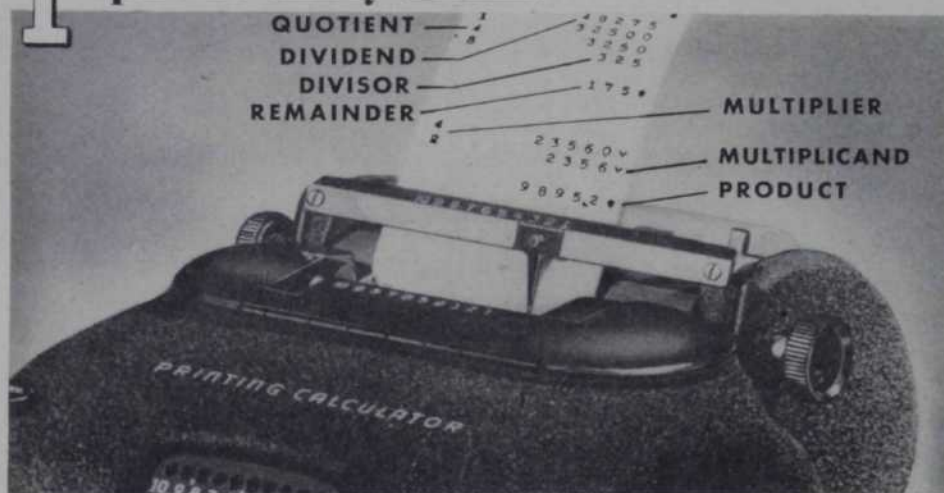
Life Insurance Company

MILWAUKEE 2, WISCONSIN

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It prints every factor!



WHY is printing so important in your calculating work? Because it's *printing*, a feature exclusive with the Remington Rand Printing Calculator, that can save you figuring time, stretch your manpower, expedite your work. Here is the *only* calculator that *prints* as it multiplies electrically, *prints* as it divides automatically... the *only* calculator that is also a complete listing adding machine. No re-run for proof... no duplicate machine operations... no time-wasteful copying from dials. And with *every rapid operation*, the printed tape provides a permanent record of accuracy! Call our nearest office for a demonstration of the Printing Calculator. Take a look at the simplest operating machine that ever clicked off a calculation. See for yourself the clear, compact keyboard that invites touch-typing speed. Learn why the Printing Calculator has been so widely adopted for costs, estimates, invoices, payrolls, inventories, taxes, formulas, and percentage problems of all kinds.

This machine available on WPB Approval, to help conserve manpower, expedite war work, maintain necessary civilian economy. Talk it over with our Representative.

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CALCULATOR**

by Remington Rand

The only PRINTING calculator with automatic division

$$\begin{array}{cc} \times & \div \\ + & - \end{array}$$

More than a calculator. More than an adding machine. Truly a complete figuring machine.



No specialized training required. Anyone can easily operate it.

provided by an overhead shafting. Their legs were churned ceaselessly up and down. In another room were men who had received nerve injuries that made it difficult for them to breathe. Harness straps passed under their arms and their chests were lifted as the belts passed over the eccentric wheels overhead. Up—inhale—down—exhale—all day long.

It was one of the most depressing sights of the war.

The American method is to let the men do what they can for themselves. We may not be as far advanced in this as the British. Perhaps not as far as the Germans are, after 25 years experimentation. No one really knows. The Russians may be tops in the art of restoring the maimed man to efficiency. Maybe not. The Russians don't tell. What is known is that after the First War we thought we were doing well by the maimed men. An elaborate system of instruction and new training was set up. No doubt it was a good system.

It taught the overheads in the Army and Navy as well as the men. That is a score to its credit.

One of the things the overheads learned was that the hurt man needs something more than he had been getting in the hospitals. One such man stated the case in parable form. A release from the office of the Surgeon General tells the story:

"An Army Medical officer once asked a patient how he liked being in a hospital. The patient replied that there are 48 boards running in one direction in the ceiling, 72 in the other direction, there were 15 nails in the side of the wall and there had been a spider in the corner.

"The spider had moved."

Training in a hospital

ON September 21, 1943, the Surgeon General ordered that all Army hospitals would have convalescent training. The suggestion was first made by Brig. Gen. Hugh J. Morgan on an inspection tour of Jefferson Barracks, Mo. The patients get out of bed at 6:30 and usually do not return until about 4 o'clock. No time is wasted. They are kept so busy—always with proper consideration of their available strength—that they have no time to get morose or sorry. If the patient was in basic training when he entered the hospital he continues with the course so that when he rejoins his company he will not be behind the other troops.

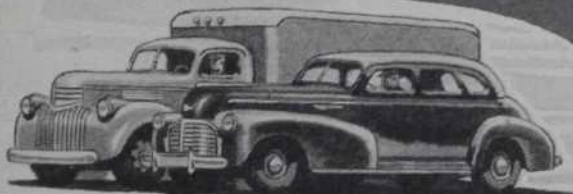
If he was a soldier overseas he learns more about defense, camouflage, and how to protect himself. He is able to keep up his skill in certain aptitudes while in bed. If he is a radio operator he practices code. Some improvise blinker sets from the material at hand. He is kept abreast of current events, identification of airplanes, ordnance, mathematics, first aid and languages. When a man is able to take a 15-mile hike he is returned to the troops.

The maimed men—those who have lost arms or hands or legs or feet or who have suffered nervous injuries so that

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BY THEIR CAPACITY TO SERVE

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First in Service



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... provide wartime transportation and haulage service for more workers and industries than do cars and trucks of any other make.

... carry one-fourth of all passenger car and truck traffic for a working nation at war.

... lead every other make of car and truck in number of car owners throughout the United States.

CHEVROLET DEALERS

... were first among all dealer organizations to provide wartime car and truck conservation service.

... provide wartime service for more cars and trucks than does any other automotive dealer organization.

... service cars and trucks of all makes to maintain America's wartime motor transportation system.

CHEVROLET MOTOR DIVISION, General

Motors Corporation, DETROIT, MICHIGAN

"SAVE THE WHEELS

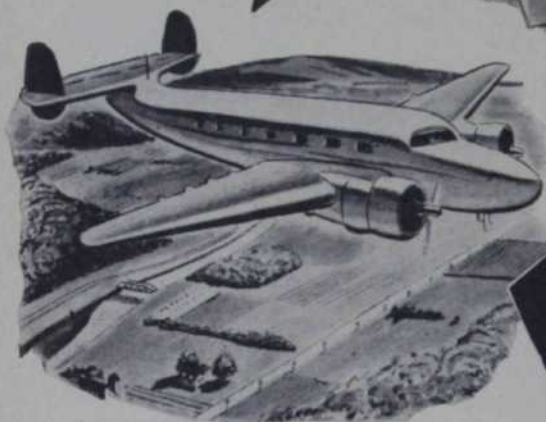


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TO SPEED VICTORY ... BUY WAR BONDS

**IS YOUR
SHIPMENT
DOWN
HERE...**



**WHEN IT
SHOULD BE
UP HERE?**

YOUR AIR EXPRESS shipments ought to be handled like hot potatoes, not "parked" on the floor awaiting a "routine" afternoon pick-up. Pack early, phone immediately, and avoid end-of-the-day congestion when Airline traffic is at its peak. That's the way to get fastest delivery by AIR EXPRESS. You're paying for speed...GET ALL YOU CAN! It's easy. SHIP WHEN READY!

And to cut costs—AIR EXPRESS shipments should be packed compactly but securely, to obtain the best ratio of size to weight.



**A Money-Saving,
High-Speed Tool For
Every Business**

As a result of increased efficiency developed to meet wartime demands, rates have recently been reduced. Shippers nationwide are now saving an average of more than 10% on Air Express charges. And Air Express schedules are based on "hours", not days and weeks—with 3-mile-a-minute service direct to hundreds of U.S. cities and scores of foreign countries.

WRITE TODAY for "Vision Unlimited"—an informative booklet that will stimulate the thinking of every executive. Dept. PR-3, Railway Express Agency, 230 Park Avenue, New York 17, N. Y.

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Gets there FIRST

Phone RAILWAY EXPRESS AGENCY, AIR EXPRESS DIVISION
Representing the AIRLINES of the United States

their limbs do not properly function—first get P.T. and then O.T.

This is where the girls come in.

The part they play is not new, but it is played in a new way.

Under a plan offered by Major Graininger in 1919 the Walter Reed General Hospital organized the first physical therapy department. Afterward P.T. departments were opened in 56 large reconstruction hospitals and at many station hospitals. After the war the P.T. aides organized the American Physiotherapy Association in 1922, and the first post-war training class was established.

Major Emma E. Vogel arranged the course, with the late Major J. B. Montgomery of the Medical Corps. Major Vogel became Director of all Physical Therapy aides in 1942. In December, 1942, the P.T. aides were brought into the Army on the same basis as the Army nurses. Apprentices are admitted after the training course with the relative rank of second lieutenant.

That is the general outline.

The formal Army statements do not tell the story. An applicant for appointment on a military status in P.T. must have completed two years in an approved college with emphasis on physical education or biological science or have graduated from an accredited course in nursing. She must be at least five feet tall, weigh 105 pounds, must not be more than 45 years old, must have no dependent children and must meet the Army physical requirements.

Special knowledge for P.T.'s

THEN she goes to work.

A student in college rarely takes more than five courses in a semester. In the P.T. training she takes 24 courses. She must have a rounded knowledge of anatomy, physiology, pathology, and the theory and practice of the work itself. This includes treatment by massage, exercise, electricity, water and various forms of heat. After six months' training in P.T. she may be appointed as Apprentice P.T. aide, in which capacity she will serve for six months in selected Army hospitals at a yearly salary of \$1,440. If she stands the test—of strength and courage and intelligence and that peculiar quality of sympathy and interest which maintains and does not lower the courage of the wounded man—she is adjudged fit for the Army.

Then she is taken in as an aide.

More of them are needed. No one can say how many more. There is really no limit to the number, because this is something more than a new profession. It is a new art. Male orderlies could help these men with legs like sticks—the flesh burned off—in and out of their therapeutic baths.

But the girls do it better. There is a quality about them.

"We get our courage from the men," said girl after girl. "They're wonderful."

And it has nothing whatever to do with the story, but it is the considered opinion of the observer that the girls are all pretty. Pretty? Too thin a word. They're beautiful.

IT'S ALL GREEK

TO HIM



DAY IS BREAKING. Chanticleer's proud, arrogant crowing calls his world to account.

How many eggs laid? What's hatching?

But Chanticleer doesn't know he's only a feathered-cog in a giant industry. The wise cunning of the modern farmer who controls his destiny is all Greek to him.

For under scientific scrutiny . . . the mass-production of eggs and fattening of chickens for market have thrown new light on the age-old importance of *salt* to farming. This familiar mineral is as vital to the diet of animals as it is to our own!

Other studies have shown that horses work harder . . . lambs and pigs fatten . . . cows give a better yield, bear stronger calves when fed sufficient salt. That is why farmers add salt generously to feeds . . . keep Sterling

Salt Blocks out in the pastures; Salt Bricks in the barn.

Each season brings another use for salt. It sweetens and preserves hay and ensilage. With the harvest and later frost . . . it will season and preserve pickled and canned vegetables—cure hams, bacon and savory sausage.

So varied are agricultural needs that International refines over a dozen different grades of Sterling Salt especially for farmers. These men join industrial executives in calling International "salt headquarters."

To industry at large . . . the brand name, Sterling, and the unique salt processes developed exclusively by International are synonymous with *salt*.

International Salt Company, Scranton, Pa. and New York, N. Y. Sterling Salt for every use—in industry, agriculture, the home.



★ *Give wings to hope...*
**SUPPORT
 THE RED CROSS!**

HOPE LIVES in the hearts of loved ones left at home by fighting men . . . hope for victory . . . hope that the absent one will return safely . . . and hope that all will be done that can be done to ease for him the tremendous burden of war.

The Red Cross, born in the heart of humanity, has become a universally honored symbol that sustains that hope—and fulfills it by countless acts of mercy . . . ministering to the wounded with transfusions of life-saving blood plasma in the midst of battle . . . providing food and comfort for our boys who are prisoners of war . . . recruiting and teaching nurses . . . maintaining contact between men in all branches of service and their folks at home.

In these and many other ways,

the Red Cross is working ceaselessly to relieve the suffering, privation, and loneliness caused by war—and is still ready, as always, to give prompt aid to victims of devastating floods, train wrecks, fires, and other public catastrophes.

The Red Cross has no funds to carry on its magnificent work save that which we and our fellow Americans voluntarily provide. Must its great humanitarian task pause, or fall short, because we failed to give it the support it so vitally needs? Translate your answer into action: **GIVE MORE OF YOUR DOLLARS TO THE RED CROSS, NOW.**

FEDERATED HARDWARE MUTUALS
 Hardware Dealers Mutual Fire Insurance Company, Home Office, Stevens Point, Wisconsin
 Mutual Implement and Hardware Insurance Company, Home Office, Owatonna, Minnesota
HARDWARE MUTUAL CASUALTY COMPANY
 Home Office, Stevens Point, Wisconsin
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Hardware Mutuals

Stevens Point, Wis. ★ Owatonna, Minn. ★ Offices Coast to Coast

Compensation, Automobile and other lines of non-assessable

CASUALTY AND FIRE INSURANCE

The Sinews of Security

(Continued from page 26)

add to our potential resources in time of war.

One question that arises in stockpiling foreign minerals is whether to buy ores and concentrates, or refined metals. Military authorities feel that we can buy more security if we import ores and concentrates. To illustrate, aluminum in bauxite costs one or two cents a pound. Refined, it costs about 15 cents.

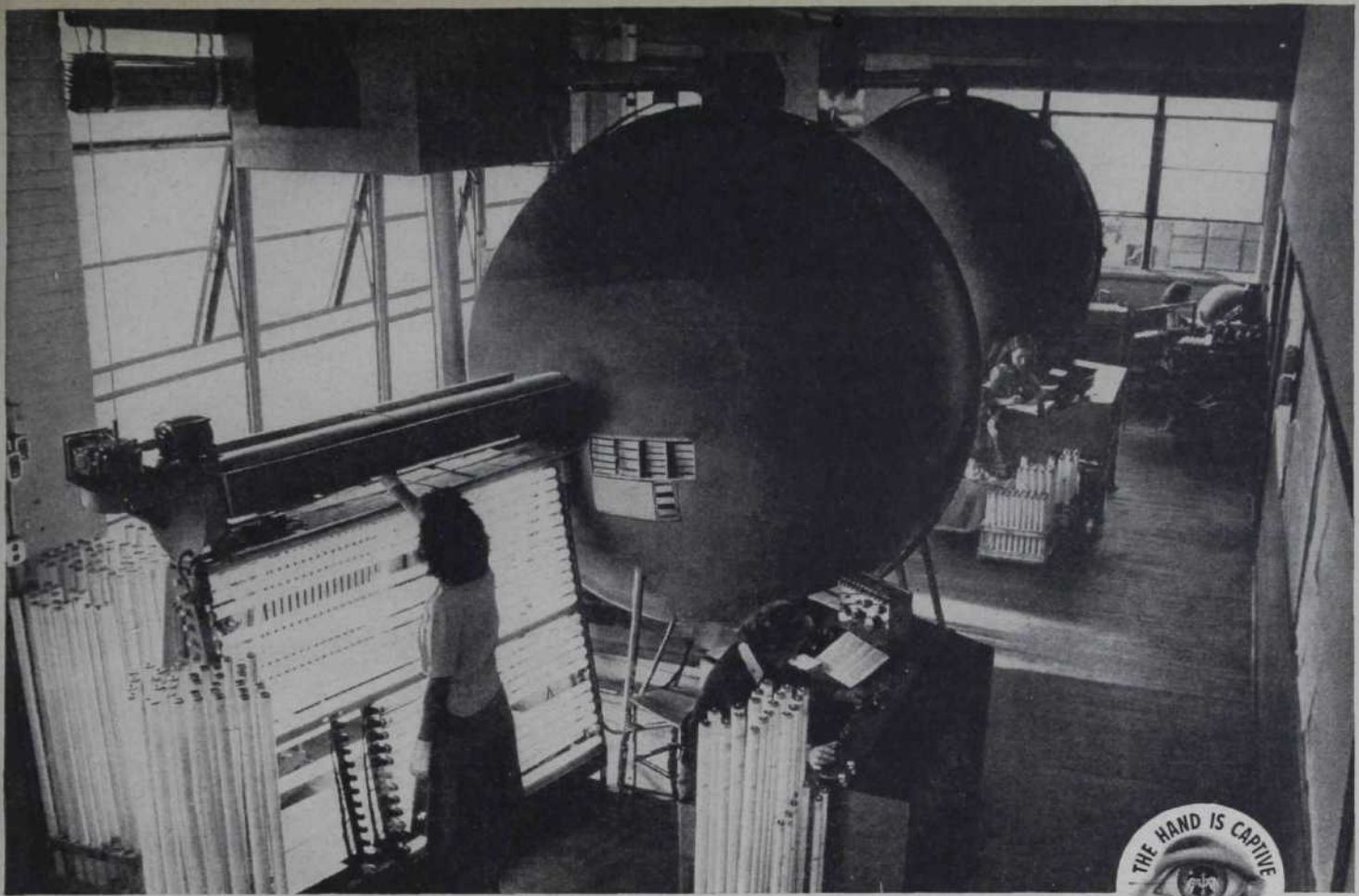
All of this points to the need for a stockpiling program at once flexible enough to meet the military needs, and yet rigidly restricted as to purpose and operation.

Of interest in connection with post-war military stockpiling is the recent discussion of a reported plan involving an international board to control the production, distribution and prices of raw materials after the war. The existing Combined Raw Materials Board of the United States, the United Kingdom and Canada is cited as a possible nucleus for such a world body. This is not a new idea. As pointed out by C. K. Leith in the recent Brookings Institution volume, "World Minerals and World Peace," a somewhat similar proposal was made to us by the British following the 1918 Armistice. Dr. Leith sees strong possibilities in mineral control as a means of preventing war. Not only would he see this country plentifully armed with the industrial raw materials for defense, he would prevent would-be aggressors from storing up supplies through "mineral sanctions." A basic requirement to success of this scheme, he states, would be "maintenance of armaments and stockpiles of such minerals as were lacking in the controlling group."

As wars get bigger, stockpile needs grow. Today a \$1,000,000,000 stockpile would be none too big to cushion the shiftover from peace to war economy.



"How much roots and herbs did you consume prior to December 7, 1941?"



Perfect Light Starts Here

THIS spherical photometer is a precision instrument for measuring the exact quantity of light output.

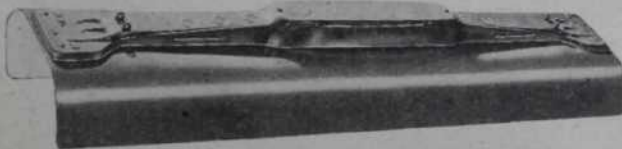
It is your scientific insurance that every Sylvania Fluorescent Lamp will deliver its rated amount of light.

From every production "run" through the Sylvania plant, sample fluorescent lamps are picked at random for test here in the Photometric Department. If one of these test lamps

fails to make the grade, every single one of the lamps of its "run" is individually tested. And only those perfect lamps that deliver the rated quantity of cool and glare-free light leave the factory.

This modern photometer is only one of many Quality Control Tests that every Sylvania Fluorescent Lamp must pass — and pass with a perfect score. That is why there are no "seconds" in the Sylvania line.

Fluorescent light is, for general use, the most efficient and economical artificial illumination known. With Sylvania lamps in Sylvania fixtures, you get fluorescent at its finest — for war plants and offices now, and for use in your home after Victory.



THE FIXTURE OF THE FUTURE

This model HF-235R fluorescent fixture rounds out Sylvania's industrial line. Its two 100-watt fluorescent lamps in Sylvania's non-metallic reflector give maximum lighting intensities with a minimum use of critical materials. (Reflector efficiency of 86%.) Streamlined top housing provides for complete hanging flexibility and encloses the ballast for protection.



SYLVANIA

ELECTRIC PRODUCTS INC.

500 FIFTH AVENUE • • NEW YORK 18, N. Y.

When You Go Before W.L.B.

(Continued from page 27)

that is part of an international union policy, and the international unions know that if they carry the subject to WLB they will probably win.

So, while you are negotiating with the union, you should also be making your plans for appearing before the Board in case it becomes necessary. That means preparing your arguments and your data so as to have them available. Usually, you have ten days' notice after a case is certified for a hearing before a Labor Board panel but it takes more than ten days to prepare documents and charts for presentation. If you prepare your material in advance, it will also be available during negotiations with the union.

If those negotiations fail, and your case is certified to the WLB, it will first be considered by the "New Case Committee" of the Board in Washington. There representatives of labor, management, and the public will decide whether the case should be kept in Washington or sent to the Regional Board. Normally, only cases of national importance or representing a great industry or involv-

You should treat the members of the War Labor Board as if they were customers.

In connection with sales, if you know that a customer is pro-your-competitor, you work harder on him than ever. You get acquainted with the purchasing agent and with the engineers. Also, you don't sell your product if it is no good, no matter how good your strategy may be. This applies equally to the technique of winning a case before the WLB.

A job of selling your policy

THAT brings up the question of who should present your case. A good many people think a lawyer must do this because the panel will be involved in all kinds of devious technicalities. That is definitely the wrong approach. You don't use your lawyer when you are trying to sell your products; you use people who know how to deal with and influence people. It may be that your lawyer is best fitted for the job. He may not be. In any case, the one to choose is the man who can do the best job in presenting the company's views and who can

then take him into your confidence. Get in contact with him before the hearing and say:

"I understand you are going to be the industry man on my panel. I would like to tell you what the problem is, what we are trying to do, and what we have to beware of."

Bear in mind that the industry representative can talk to the labor man and to the public man on the panel at any time, and in closed meetings. If he knows what you want and agrees that it is sound, he can put arguments across as you never could. So, ask his advice on what the strategy should be.

Bear in mind that, when you are before the panel, mediation is still possible. The Regional Boards are glad to settle a matter in mediation, and you should be glad to settle it that way, because the sooner you can do so the better off you will be and the more you can participate in the settlement.

Therefore, the first thing to do is to let the industry representative know how far you will go on certain things. Tell him, for example, that, if the time comes in mediation where you can settle on the basis of voluntary dues deduction, you would be willing to go that far, but that you are not ready to say so now officially.

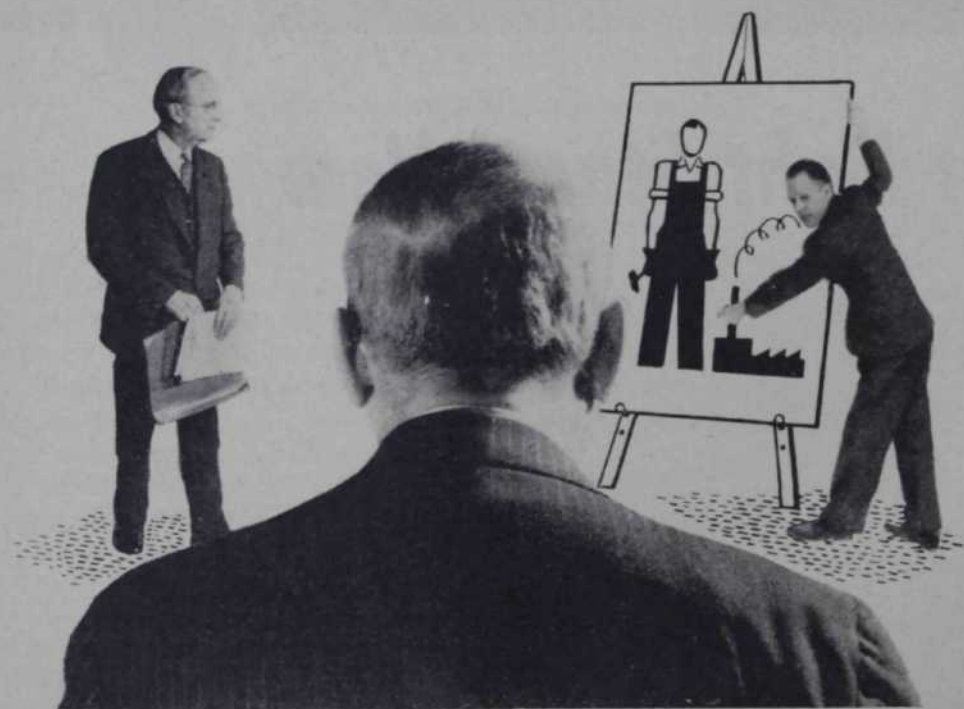
Appeal to panel members

AFTER obtaining the industry man's confidence, the next thing, of course, is to get the confidence of the public member. He holds the balance of power, and in the final analysis his decision goes; because the industry man will usually go along with the company and the labor man will go along with the union on anything fundamental. Even though the public member starts off leaning a bit on the union side, if he sees that you are on the level, open-minded and trying to work something out, he will go a long way to help you settle in mediation.

Finally, remember that you can appeal to the labor member. A good many high class labor men serve on these panels. They are willing to help, especially where the union adopts a wholly unreasonable attitude.

If it looks as though you won't be able to agree before the panel, then there will be issues to go to the Board for final determination. Here, too, you must narrow the issues down; get them shaped up if you can so that they fit the Board policies.

If the panel is not able to settle a matter, it makes a report. Here is where the tripartite setup comes in nicely. Supposedly, the industry man dissents, if the decision is against the company. (I am assuming your case is a good one.) The dissent that he writes is important, because he presents your arguments in his language, and his argument will be used in the next step by the industry men when the case comes before them. Since they will not have heard all the discussion, they look only at documents. If the dissent is clean-cut, the industry men on the Review Committee can pick up its arguments. Get busy and help the industry man write his dissent.



Don't be afraid to tell your story to the industry men on WLB. They are glad to talk with company representatives

ing precedent-making decisions are kept in Washington. So your dispute will probably come before a Regional Board.

You will be asked to appear before a tripartite panel. The public member is the chairman and holds the balance of power. You might as well start out on the basis that the labor man and the industry man are partisan.

Presenting a case is a selling job.

speak with authority.

In any case, the first fellow you have to sell is the industry representative on the panel. He is supposed to be your friend. But if he gets the idea that you are trying to put something over, the chances are that he won't be as sympathetic to your problem as you would like to have him be.

Assuming that your policies are sound,

Official U. S. Navy Photograph

The Navy Commissioned Kodak Medalist "as is"

IN THIS WAR, the camera has full military status. From Admirals down, Navy men carry a Kodak Medalist as casually as binoculars. It is the impartial fact-gatherer and reporter of action. You have seen plenty of Medalist shots among the terrific pictures released to newspapers and magazines.

* * *

When the war broke, the Medalist had just been created—for civilian camera enthusiasts. Navy experts tried it out. It looked and acted "Navy"—clean, precise, in-

herently fine—structurally as sound as a battle wagon, compact as a submarine.

The Navy bought every Medalist available "as is," ordered production stepped up. Since then, wherever units of our fleet have operated—from PT boats to capital ships and aircraft—the Medalist has seen action. Twice as many were on duty the second year as the first.

After the war, the battle-conditioned Medalist will be at your service in civilian life. Eastman Kodak Company, Rochester, N.Y.



A fistful of efficiency, the compact Medalist produces full-scale pictures— $2\frac{3}{4} \times 3\frac{3}{4}$ inches. The lens, Kodak Ektar $f/3.5$ —incorporating Kodak's revolutionary new optical glass—assures pictures of incomparable clarity and brilliance, either in black and white or full color.

Lens and Kodak Supermatic Shutter are mounted in a unique helical gear focusing tube which provides hair-line focusing, with unequalled rigidity. All operating controls, in "shooting" position, are at the fingertips. The eyepiece of the split-field range finder is directly below the view finder.



The Medalist, optically and mechanically, is an achievement of the Kodak experts responsible for the latest gunfire control apparatus used by our armed forces.

REMEMBER "TAKE HER DOWN"? . . . how the wounded submarine skipper, Commander Howard W. Gilmore, U.S.N., ordered his men to "Take her down"—leaving him outside the conning tower? His was a stern example to us at home. BUY MORE WAR BONDS.

Serving human progress through Photography



One of a series illustrating Cyanamid's many activities.

♪ Let the Sunshine in ♪

Yes, as the old song says, let the sunshine in. For among the clouds that hang over the world today there are rays of sunshine so bright that even the most confirmed pessimist could not fail to note them.

For example, the problem of dietary shortages is being met and solved by application of a newer knowledge of nutrition. Especially important is the progress made in the use of vitamins in concentrated form—to correct dietary deficiencies, to supplement wartime diets, and to provide essential nutrients for those who are unable to absorb them from natural foods. Thus, to people in every station of life, vitamins are prescribed as a new form of "health insurance." They are helping, also, to build a stronger, sturdier gen-

eration of American children. And to inhabitants of the stricken areas throughout the world they offer relief from suffering caused by malnutrition.

Lederle Laboratories, Inc., a unit of American Cyanamid Company, was among the first to make the modern "Vitamin B-Complex" available on a commercial scale, and has cooperated steadily with the medical profession in supplying vitamins in various new forms—tablets, Lentabs*, capsules, Clipsules*, emulsions, concentrates, and in solutions for injection. Indeed, because of its extensive research and manufacturing facilities, Lederle is playing an increasingly important role in improving health standards by

broadening the use of vitamins. This work is another part of Lederle's activity in the development of pharmaceutical, biological and chemo-therapeutic products that protect and promote health.



**American
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30 ROCKEFELLER PLAZA, NEW YORK 20, N. Y.

*Reg. U. S. Pat. Off.

MOLDING THE FUTURE THROUGH CHEMISTRY

Write your own argument. Then give it to him.

Nine times out of ten he will take what you have written; or he may strengthen it here or there a little, or modify it slightly. But at least you will get a dissent pretty much as you want it written.

After the panel report comes out, you have ten days to comment on it. Many people make the mistake of saying:

"What's the use of making comments? I've been before the panel and told everybody the story."

But remember that the Review Committee of the Board or the Board itself will review these comments. When a case comes up to the Committee the industry representatives read the documents and see what has been said. They check to see if there are any comments from the company. Nine times out of ten there are none. But the union always has them.

Suppose there are five items in dispute. It would be helpful if the Review Committee industry man could know that Numbers 1, 2, and 3 are acceptable to the company, but that Number 4 will be disastrous.

When you submit a comment, don't just make a general suggestion in general language. Say: "Instead of what the panel report recommends, it would be helpful and would solve this situation in our plant if there were a clause something like this" and then write it in. Give the industry members on the Review Committee (and on the Board itself) sufficient information to enable them to go to bat for you.

It is important to follow the progress of your case through its various steps. There is no reason why you should not go to Washington or to the Regional Board and inquire where the case stands.

Don't be afraid to talk to the industry men on the Board itself. They are glad to talk to company representatives.

Now, then, suppose you have gone through all of this procedure and lost the case. There are two further steps you may want to take. One is to petition for an interpretation. For example, something about the directive may not be clear. You can write to the Board and ask for a clarification of points, or better, you can go to the Board and talk about the interpretation with the fellows who head the Dispute section of the Board.

The only other thing to do is to petition for a review of the decision, particularly where the decision has been made by the Regional Board. The National Board in Washington has what is known as Appeals Committees and a Post-Directive Committee. These are also tripartite groups that review the appeals from Regional Board or National Board decisions respectively and make recommendations before they are submitted to the National Board. The National Board usually accepts the committee's recommendations.

If you decide to ask for a review, the procedure is to petition the Board, but it will accept this petition only on the following basis:

1. That a novel question of sufficient importance to warrant national action is involved.
2. That the procedure resulting from the order is unfair to the petitioner and has caused substantial hardship.
3. That the order exceeds the WLB jurisdiction or contravenes its established policies.

The Board is firm about the matter of accepting petitions for review except on those three bases. The fact that you don't like a decision is irrelevant. Hence, if you want to make a petition for review, you should build up an argument on any one of those three points.

\$100,000 Postwar Recipe

(Continued from page 34)

be the crippling factor in getting the project under way.

Proponents of the bridge point out that most of the north-south traffic of the Pacific Coast passes through the present bottleneck, and that additional crossings will inevitably be necessary. Opponents insist that when work in the Kaiser Vancouver yard slackens the present bridge can handle the traffic.

What Portland does not know, and can hardly guess, is how many of her newly gained war workers will remain in Portland when the war is done. The three Kaiser-operated yards in the area now employ as many workers as General Motors did before the war. They have been recruited from all over the nation—in some cases, by special train from the east coast. Many say they intend to remain; others plan to return.

Edgar F. Kaiser, manager of the three yards, estimates that 40,000 outside workers will want to stay in Portland.

He has recommended adoption of the Moses Plan, favoring a special election so that action may be speeded. He hopes, too, that putting the Moses Report into actuality will loosen risk money and so stir private enterprise to the dawning possibilities of the Pacific Northwest as to inspire a surge of new building and marketing.

This, he hopes, will enable the region to absorb the remaining 20,000 whom the Moses plan cannot help and, perhaps eventually, the 20,000 who may look forward to two years of its benefits.

Speaking before the Portland East Side Commercial Club, Edgar Kaiser outlined the postwar markets within easy access of Portland:

"China to the West of us, totally undeveloped, needing every type of commodity that this country can produce. Russia to be rebuilt. Representatives of the Chinese Government say they must have ships as soon as the war ends to



FRIDEN... High-Speed Automatic Calculators,

offer the solution of the problems in business today, created by the critical shortage of competent clerical help. FRIDEN FULLY-AUTOMATIC CALCULATORS are available when the applications to obtain deliveries have been approved by the War Production Board. Telephone your local Friden Representative for information.

FRIDEN CALCULATING MACHINE CO., INC.

EXECUTIVE OFFICES AND PLANT • SAN LEANDRO, CALIFORNIA

MARYLAND'S AMBASSADOR OF GOOD CHEER



FROM COAST TO COAST

NATIONAL PREMIUM BEER

PALE, DRY, BRILLIANT

THE NATIONAL BREWING COMPANY, BALTIMORE, MD.



If you should meet Bish on the street,
chances are you'd take a second look

H. O. BISHOP, former Washington newspaper man and now doing public relations work for Manning, Maxwell & Moore, Inc., Bridgeport, Conn., is—like Abou Ben Adhem—"one who loves his fellow men."

H. O. Bishop has built his whole life around being friendly and helpful.

"If you want to go to bed happy at night," he says, "do something for somebody during the day."

He has been living that philosophy ever since he can remember. Now, at 69, he is putting it to work in business—building good will for industry—and making a tremendous success at it.

The company which employs H. O. Bishop has been in business 90 years. It manufactures industrial thermometers, valves, pressure gauges and airplane instruments—products used on land, at sea, under the sea and in the air.

"Bish," as he is known to thousands of men and women throughout the country, has been with Manning, Maxwell & Moore a little more than two years.

"In that time," say company officials, "he has succeeded in creating a more friendly interest in the firm on the part of the public than we ourselves were able to create in the previous 40 years."

People call H. O. Bishop, Bish, almost as soon as they meet him, because he has the knack of making them feel they have known him all their lives; because that is his nickname; and because he does not like the name his parents gave him.

"I was the youngest of eight children," he tells those who ask him what the "H. O." stands for. "By the time I arrived, my folks had run out of names and had to use initials."

If you should meet Bish on the street, and not know him, the chances are you would take a second look and wonder who he could be.

He is built on the lines of a snow man—is a cross between Santa Claus, Sena-

Public Relations Begin at Home

By ART BROWN

tor Borah and P. T. Barnum. For years, his normal weight was 290, but lately he has reduced a little. His hair is long and gray, flows back over his head and curls up at his collar.

He wears a big sombrero (black in winter, white in summer) and carries a big black-thorn cane. His face is large and youthful-looking. No wrinkles. He has an in-

quiring look, as if he is waiting for you to say something and wants to hear every word.

For all his years and tonnage, he is light on his feet. He enjoys good health. In his own words, he is "young in spirit and outlook."

Bridgeport, where Bish now holds forth, used to be Barnum's home town. Oldtimers there, who knew Barnum by sight when they were young, say Bish reminds them of Barnum. They have invited him to occupy Barnum's old pew in the Universalist Church.

The Bishop stock in trade is his interest in others. He looks on his job as one of building friendships. He helps the people in the plant get acquainted with each other, and helps the people in the community get acquainted with the people in the plant.

Understanding

"IN PUBLIC relations," he says, "you must begin at home. Public relations are nothing more than arousing—first, in your workers and, then, in the public—a warm, sympathetic understanding of the company, its aims, problems and achievements. The company is made up of individuals. The public is made up of individuals. It all comes down to individuals."

The folks in the factory tell Bish about themselves, their background, interests and ambitions. They can't help it when he is around.

One of the ways he gets public attention for the company is by passing on to the newspapers stories he feels would interest their readers. He never asks the papers to

print anything. He merely makes the material available to them. Editors seem glad to get it.

In this way, the public learns about the workers and about the plant. The workers get a lift out of seeing their names in print. Their work takes on a new importance in their eyes. They gain added respect for the company. There's increased good will all around.

H. O. Bishop is a self-educated man. Born on a farm near Williamsport, Pa., December 1, 1874 (he is one day younger than Winston Churchill) he completed the fourth-reader in a one-room school.

"I felt terrible when I had to quit school," he says. "But then I discovered that I could learn something from everyone I met, so I made up my mind to get acquainted with as many new people as possible. I figure that, in my life, I've made at least one new friend a day."

Bish never forgets a name or face, and has no trouble recalling dates and incidents. Before he could read, he knew the names and locations of all the State capitals—learned by singing in unison in the one-room school: "Maine, Augusta on the Kennebec; New Hampshire, Concord on the Merrimac," and so on. He still knows them.

Bish is the dean of the round table—



The boy made himself so helpful that the operator finally taught him telegraphy



A President is Born

HE is so small and helpless. So dependent on you for his life and well-being. And yet you look at him and say — "Someday he may be President."

Put it down as foolish sentiment. Put it down as parental pride. But where else in the world could you envision for your child the possibility of his attaining, one day, the highest office in the land?

Maybe your child won't make it. But one child, very much like him, will. One child out of the three million babies born this year—or the next—or the year after.

Whether or not he attains this high position is not so important. What matters is that here, in America, he is born

with that opportunity. He is born in the stubborn tradition of free men — men who felt that in government, the wisdom of the many is preferable to the ambition of the few. He is born in a tradition of self-reliance—where he may succeed or fail according to his own efforts.

Because of that, you will train him to think for himself, to fight his own battles, to make his own way.

You will teach him that responsibility is inseparable from freedom. And that if he joins with other men in an enterprise he should demand the same responsibility and freedom for his business that marks his birthright as an individual.

Someday he may hear, as you have heard, voices that say, "Surrender your opportunity for the certainty that you shall always have bread"—as if man lived by bread alone. As if the country were better served by limiting all to mediocrity, instead of assuring to all, under law, an equal chance to rise by their own efforts, conscious of their obligations to others.

What that son of yours learns at your knee will decide whether or not he will ever have to bend his knee before dictation and tyranny. And because of what you teach him, he too may one day look with that same foolish pride on his own son to say, "Someday he may be President—"

THE CHESAPEAKE AND OHIO LINES

Cleveland, Ohio

CHESAPEAKE AND OHIO RAILWAY • NICKEL PLATE ROAD • PERE MARQUETTE RAILWAY

Support the American Red Cross Drive for Blood Donations

Shall We Commit Infanticide—Again?

The late Congressman J. Hamilton Lewis said that after the last war, "people were deluded into stabbing their children with the sword of future wars."

Narrow isolationism,—even your complacency, your desire to "forget Europe and the rest of the world"—these form the anvil on which the sword of future wars is forged.

We must not be indifferent to the problems of a post-war world. We must not permit political spellbinders to delude us again.

We stabbed our children once. Let's not be guilty a second time.

Carl B. Kraus

CARL B. KRAUS ELEVATOR COMPANY
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Will **PLASTICS?**
Revolutionize Industry

CHANGE our mode of living... or perform miracles? We do not believe they will. If, however, your business or employment has to do with products of metal, wood, leather, or paper, fabric, ceramics, or coating material, *you cannot afford to ignore the importance of plastics in your post-war plans.*

Plastics are suitable for many new applications, but the intelligent use of plastics can only be determined by knowing their advantages and limitations.

To make this knowledge available, Plastics Institute offers a fully illustrated Home Study Course and Executive Reference Set with 29 samples of plastics. Write for complete details and see booklet

"The World of Plastics."

**Plastics
INSTITUTE**

1220-P Chanin Bldg. 626-P LaSalle Bldg. 172-B.S. Alvarado
New York 17 Chicago 1 Los Angeles 4

the club within a club—at the National Press Club in Washington. Here at luncheon, day after day for about 25 years, he met and listened to prominent visitors to the nation's capital, discussed politics, economic problems, world events with Washington correspondents.

"It was quite a post-graduate course for me," he says.

When Bish was a boy, one of his friends was the night telegraph operator at the railroad station. Young Bish wanted to be an operator himself and was hoping the man would teach him, but never mentioned it. Instead, he spent all his spare time helping the operator with his chores, sweeping out, cleaning the lamps, carrying coal for the stove.

One evening, the operator—sensing the youngster's interest—asked him if he would care to learn to be a telegrapher. Not long after that, the boy knew the alphabet and could send and receive.

Then came the big day. The railroad offered him a job as a telegrapher at \$35 a month. He was 16 at the time and working in a furniture factory at \$12 a month.

After a few years as a telegrapher, H. O. Bishop decided to become a newspaper reporter—and started writing, on the side, for papers in Pennsylvania. Then he gave up his railroad job to "roam the country."

Ultimately, Bish settled down in Texas where he worked on papers in Beaumont, Houston, Ft. Worth and Waco. In 1918, he came to Washington as a wartime trouble-shooter for the Waco Chamber of Commerce.

He had expected to return to Waco as soon as the war ended, but never went back. A Sunday afternoon walk along the Chesapeake & Ohio Canal launched him on a new career. He happened to see a mule towing a barge, and the thought occurred to him that here would be one good use to which to put Army tractors after the war. He wrote a feature story on the subject and submitted it to the *Washington Star*.

The *Star* printed his article, asked him to write more. He did. He wrote features in the nation's capital for 15 years. In 1932, he became general advertising agent for the Chesapeake & Ohio Railway, held the job for five years and then took up feature writing again.

Bish went with Manning, Maxwell & Moore about a month before Pearl Harbor. When the company got busy on war orders, they told him they could use more workers. They were advertising for help but the response was disappointing.

"If you want people to come and work for you," he suggested to the officials, "particularly the right type of people, you've got to enthruse them."

"You try your hand at preparing the advertisements," the officials told him. So he did—and jammed the employment office with applicants. Here's a sample of the kind of want-ads he wrote:

Listen, Men!

There's lots of boys
Beyond the Atlantic

And the Pacific
Who are wondering
Why YOU don't
Help them . . .
They're wondering
Why you don't grab
A factory job
And make the things
They need so
Desperately
Right now
To defeat those
Hitlers and Japs.
What do you say,
You mighty men
Of Bridgeport?
We have good
Jobs for you.

"In advertising for women workers," says Bish, "you've got to show them *why* they should leave their homes and go into a factory." An example of his appeal to women:



"Grandmothers are serene," says Bish, "an asset to the war plant"

A Few Questions for Women:

Are you happy or unhappy?
Is your conscience clear or cloudy?
Are you worried about your home, your husband, your boy, your brother, your sweetheart—or your country?
Have you any doubts about winning this war?
Are you wondering what YOU can do to help?
Do you feel that you ought to be a war worker?
Do you lack courage in taking a factory job?
Your country is going to need more and more women in the months ahead—a whole lot more.
Factory work is really delightful.
You'll be much happier if you visit our employment office and talk things over.
It will do us all good to get acquainted.

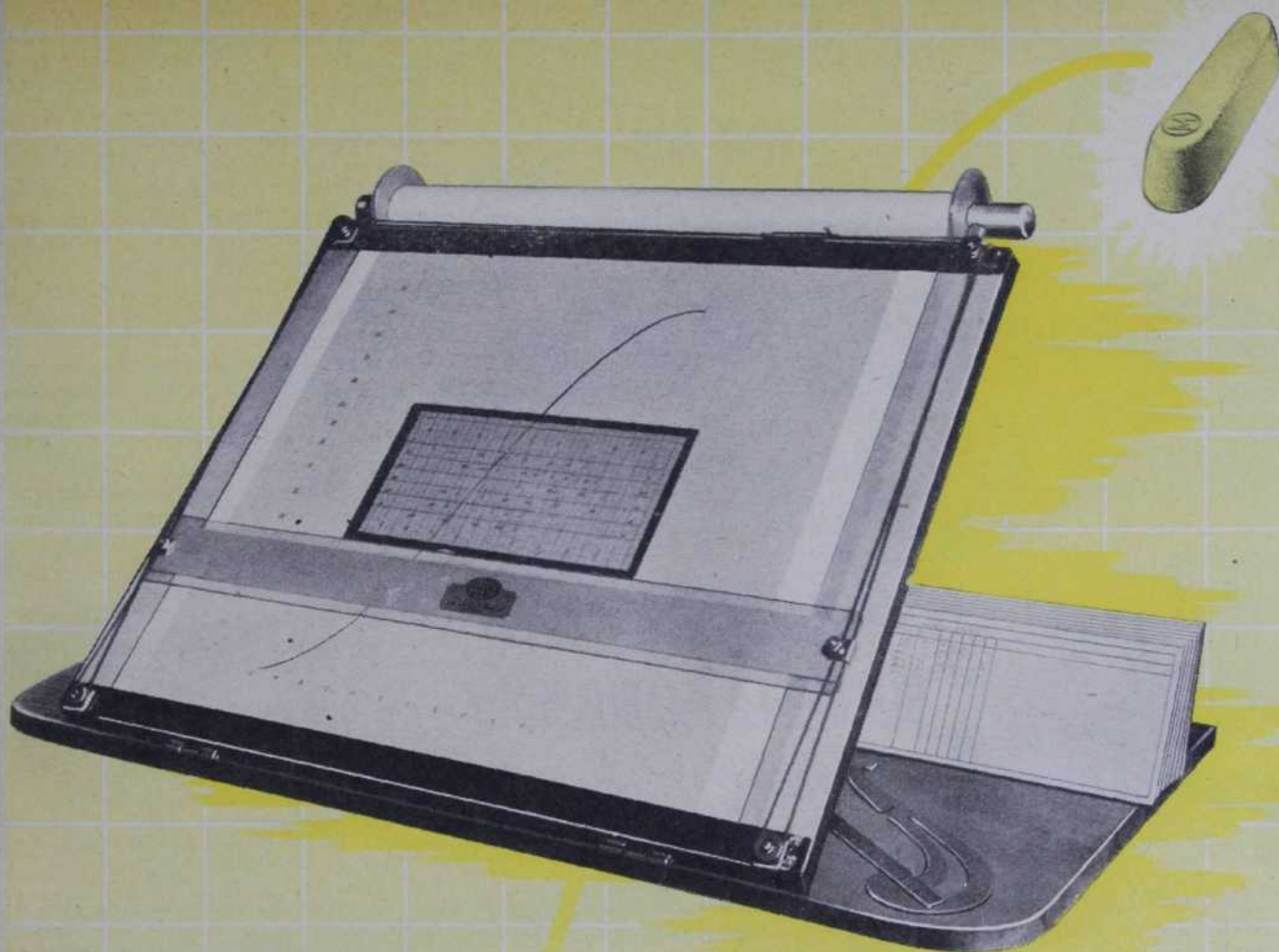
The company's employment office used to be small and plain. Bish got the officials to make it spacious and attractive.

"Give the applicants a good first impression of the firm," he advised. "Make them know by what they see that the plant is a good place to work."

"Before the war," says Bish, "it was pretty generally thought that factory workers past 40 were washed up—especially women. That is not true today."

"The only thing that counts nowadays in hiring a worker is: 'Can he or she do a good day's work, and is he or she loyal and dependable?'"

"Some of our best workers at Man-



How We Keep Perfect Control of Ingot Specifications

The curve chart above, calculates the exact quantity of every element in a Michigan Smelting non-ferrous alloy. It is plotted from data supplied by a Spectrogram as read on the Densitometer in our laboratories. This quantitative analysis is made from a sample drawn from the furnace charge, taken while the metal is still molten—speeded to the Spectrograph where the spectral lines are photographed. Thus, before a single ingot is poured, we can determine and make certain, that the alloy in question meets every specification requirement—is made exactly as ordered.



MICHIGAN SMELTING

and Refining

Division of

BOHN ALUMINUM & BRASS CORPORATION • Detroit, Michigan

General Offices: Lafayette Building

It's an L.S.T... INVASION BOUND!



Official U. S. Navy Photograph



Official U. S. Navy Photographs

BEACH-HEAD ESTABLISHED! *Tanks Ashore!*

ONE of the most effective and startling types of ships the war has produced is the LST—Landing Ship-Tank.

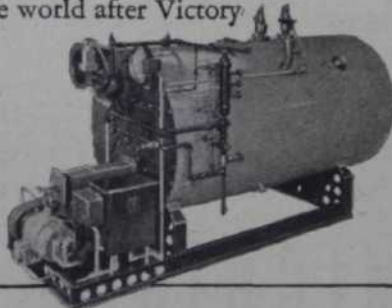
Born of American ingenuity, these formidable and seaworthy craft carry American fighting men, supplies, tanks, half-tracks and other mechanized equipment to enemy shores in all corners of the world—Attu, Rendova, Sicily, Kiska, Munda, New Guinea.

Conceived wholly for transport and combat, every inch of space aboard an LST is put to use. These ships cruise from tropic to frigid seas—where ample ship-heating facilities are indispensable. Because Cleaver-Brooks steam generators are exceedingly compact and highly efficient in use of fuel-oil, they are in service aboard LST's—providing necessary steam for heating as well as hot water for the galley and hygienic needs of the men on board.

Factory "packaged," finished and

tested in every detail—compact, space-saving design—high fuel-to-steam efficiency—quick steaming capacity—dependable 'round the clock performance—these advantages of Cleaver-Brooks steam generators *qualify* them for "combat" duty. Other Cleaver-Brooks equipment in action with our armed forces include portable water distilling units, sterilizers, disinfectors and steam generators installed at bases at home and abroad.

Now keyed to the needs of a nation at war, the engineering competence and manufacturing skill of the Cleaver-Brooks organization will be ready for the design and building of efficient machines and equipment for the world after Victory.



Cleaver-Brooks steam generator of the type used aboard LST's—for heating the ship—providing steam and hot water for the galley and hygienic needs of the crew and military personnel.

Cleaver - Brooks

COMPANY

MILWAUKEE 9,

WISCONSIN



ning, Maxwell & Moore," he continues, "are older women—grandmothers. They do practically every type of work men do—operate drill presses, milling machines, lathes—and are among the top producers.

"Having washed thousands of tubs of clothes in their lives, scrubbed acres of floors and raised children, they know how to stick at a job.

"Grandmothers are an asset in a war plant. They're serene and even-going. They're not worrying about last night's party, tonight's date or what may be going on tomorrow night. Grandmothers are a soothing influence on the younger women workers."

When Bish first started working for Manning, Maxwell & Moore, there were six grandmothers on the pay roll. Today, there are about 50, including one great-grandmother.

Many of the grandmothers he brought into the plant through advertising. Like this:

That Awful Liar—

Who's the biggest liar in Bridgeport?
Who's the biggest liar in Connecticut?
Who's the biggest liar in America?
It's not who you think it is.
Biggest liar is in your own home.
It's a thing on the wall with figures.
Just a darn calendar.
It says you're 60 when you feel 40.
Why let a calendar lie about you?
You're as old as you're able.
We don't care a hoot how old you are.
Question is: Can you do the job?
That's fair, isn't it?
Slick up your hair and give us a visit.

In the summer of 1942, when the number of grandmothers working for the company had grown to 16, Bish organized the first "Grandmothers at War" club in America. Since then, the Grandmothers at War movement has spread throughout the country. Chapters have been formed in other plants.

"When peace comes," says Bish, "many of the women workers—even some of the grandmothers, God bless 'em—will turn their jobs over to the returning Service men.

"The men coming back to their old jobs, or to new ones—all workers, in fact—are going to find industry taking a real interest in them, earnestly trying to help them.

"This war has taught us anew the importance of the individual worker in any organization. I look to see personnel offices, in the postwar period, putting greater emphasis than ever before on studying the individual's particular abilities, training him and preparing him for a better job.

"Without being paternalistic, any company can develop enthusiastic workers. And when the workers are enthusiastic about their jobs, their working conditions and their opportunities, the public finds out about it—and has a more sympathetic feeling toward that company.

"That, to my way of thinking, is good public relations. It begins at home. It is something any company, large or small, can apply—and it benefits management and labor alike."

METROPOLITAN OAKLAND AREA
CALIFORNIA

FACTS AND FIGURES

★ The NATURAL INDUSTRIAL CENTER of the WEST

"THAT'S our spot, Tom!"
Those other Metropolitan Oakland Area locations are good, but this is ours from every angle you look at it.

METROPOLITAN OAKLAND AREA
CALIFORNIA

ALBANY - ALBANY - BERTHEL - CHICO - COLUSA - EUREKA - GLENDALE - HAYWARD - LIVERMORE - OAKLAND - PIEDMONT - PLEASANTON - SAN LEANDRO - WALNUT CREEK - WILKINSON

FOR ADDITIONAL STATISTICS SEE NEXT PAGE

Factory sites are available at lower cost than in any other major Pacific Coast industrial center.

Improved and unimproved water front, tideland and inland.

Along, or only a few blocks from the waterfront, heart of business district or acreage farther out.

Spur track connections, if desired. Docks are reached at single switching rates.

A FORWARD-SURGING WEST rapidly becoming independent of the East in the future every year... big new supplies of raw materials and power.

With Metropolitan Oakland Area in the most advantageous location for manufacturing and low-cost distribution to the Eleven Western States, plan now for postwar business! Ask for information and Special Survey in your particular operation.

METROPOLITAN OAKLAND AREA
389 Chamber of Commerce Building
Oakland, California

"Here it is

in a nutshell...

the brief story of the market and manufacturing advantages of Metropolitan Oakland Area, and its amazing industrial expansion of the last two years.

"When I wrote them the details of our operation, they compiled a *Confidential Special Survey* showing exactly why and how a Metropolitan Oakland Area factory would save on our manufacturing and distribution costs.

"A few on-the-spot conferences clarified all details and located the ideal site. *Now we're ready*—the minute Victory Day arrives—to let bids on our Pacific Coast plant! And will we be several good long jumps ahead of our competitors!"

METROPOLITAN OAKLAND AREA
CALIFORNIA

Key county of the
San Francisco Bay region



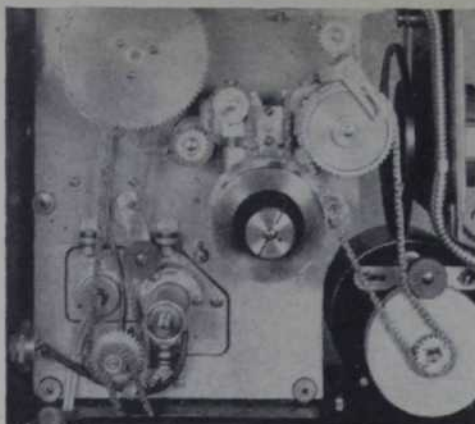
At the Center of the NEW West... Metropolitan Oakland Area is in the most favorable location for serving the immense new markets of the Pacific Coast, the entire Eleven Western States and Pacific Basin. On mainland side of finest natural harbor in the United States, with three transcontinental railroads and the deep water terminals of a world port.

If you are a manufacturer, write now for information and *Facts and Figures* booklet. Tell us your requirements for west coast operation and we will prepare a *Confidential Special Survey* applied directly to your problem.

METROPOLITAN OAKLAND AREA
389 Chamber of Commerce Building, Oakland 12, California

The NATURAL Industrial Center of the NEW West

ALAMEDA - ALBANY - BERNICELY - EMERYVILLE - HAYWARD - LIVERMORE - OAKLAND - PIEDMONT - PLEASANTON - SAN LEANDRO - WALNUT CREEK - WILKINSON



For MOTION PICTURE PROJECTORS AND 30-TON MACK TRUCKS...

Morse makes chains that are far removed from each other in size, although both perform the same function... that of transmitting power surely and most efficiently, without the loss of any power due to slippage. As positive as gears, long-lived Morse Silent and Roller Chains, minute or mighty, are being constantly engineered to new applications... where they deliver power in a more uniform flow... economically.



SPROCKETS CHAINS FLEXIBLE COUPLINGS CLUTCHES
MORSE *Roller and Silent* **CHAINS**
MORSE CHAIN COMPANY • ITHACA, N. Y. • DETROIT, MICH. • A BORG-WARNER INDUSTRY

Putting FABRIC PRODUCTS to work for industry

NOW, you can get competent help in the designing and creation of fabric parts or products.

You can get experienced assistance in the selection or engineering of natural or synthetic fabric to meet your needs.

You can get economical manufacture of fabric parts or products on modern equipment by experienced workmen.

... let Turk engineers help you put fabrics to work in the development of new products or in improving your product, its operation or salability... write for complete information.

THE C. K. TURK COMPANY
Product Development Division:
333 North Michigan Avenue, Chicago, Illinois
Factory and Home Office: South Bend, Indiana
PRODUCTS MADE OF FABRICS

Will you need
our kind of
Conversion
Help?

"When the Shooting Stops"

Masterfully applied to original designing and mass production of automatic bomb-release racks, shackles and such, the ingenuity of our engineers and capacity of our plants, have commanded official and technical recognition. In conversion, our services well may be helpful to you.

*Our booklet, telling why, will be sent to executives addressing me personally
Joseph J. Cheney,
President.

WE OFFER
INGENUITY
After Victory

Spriesch EST. 1923
TOOL & MANUFACTURING CO., Inc.
27 HOWARD ST. AD NO 26-A BUFFALO 6, N. Y.

Land of New-Found Riches

(Continued from page 44)

sugar by the 100 pounds, coffee (finest American brands when coffee was rationed in America), tires and even new automobiles.

Radios, a real luxury before the war, are now in almost every Newfoundland home. Many families with five or six members working on the bases had incomes of \$100 to \$200 a week and found luxuries of every sort within their reach for the first time in their lives. They bought everything the St. Johns merchants could offer and asked no questions about prices. They had nothing on which to base an idea of what prices should be.

Fishing before World War I

NEWFOUNDLAND used to be a great fishing country before 1914. Huge fleets of fishing schooners made regular trips to the Grand Banks and returned laden with fish. Drying racks covering acres of ground were built in the villages. The fish were caught, cleaned and salted at the Banks, making refrigeration unnecessary. They were salted again and dried in the sun when the boats returned home.

When the First World War came, Newfoundland lost its European market for fish—a market it never recovered. Salt codfish rotted in warehouses.

Depression came to Newfoundland in 1914, and lasted until 1940. Twenty-six terrible years during which thousands of Newfoundlanders migrated to Canada and the United States. Those who could not leave existed in an almost primitive manner.

When prosperity finally came with the building of the bases, there were just two classes in Newfoundland: the very rich, the merchants and government officials; and the very poor.

The main foods for the average Newfoundlander were fish, potatoes and bread. The fish were theirs for the catching. The people grew their own potatoes, parsnips, carrots, turnips and cabbage. No grain crops are successfully produced. The growing season is too short.

Goats, sheep and a few cattle are produced but native hay is inferior. Many of the cattle are tubercular. In fact, tuberculosis is prevalent among the people because of crowded conditions. Fresh milk produced in Newfoundland is not allowed sold on American bases.

Until the war, clothing was the greatest problem for the Newfoundlander. Among the poorer classes any kind of cloth was treasured. Underwear was made of flour sacks. Socks and stockings were handknit. Homespun was no novelty.

Two years have brought a vast transition. It is most evident among the women.

I attended a dance in Newfoundland

as a spectator early in 1941. The girls who were there wore no make-up. Their plain black dresses were all alike. They wore black cotton hose and many of them had high shoes. The dances were a combination of the highland fling, an Irish folk-dance and an old-time barn dance. The men were the chief performers. They would break out into a sort of jig, stomping and dancing until they were completely exhausted.

Shortly before I left Newfoundland I attended a ball. The same girls were present but they all had permanent waves and were made up like Hollywood stars. They wore imported evening gowns, gold and silver slippers. The sheerest of silk hose—because silk hose are still on sale in Newfoundland—had taken the place of the old handknit. They danced the rumba. The Newfoundland men were much in the background. American uniforms had taken their places.

Today the United States has wonderful bases in Newfoundland. Like magic cities of concrete and steel, they have risen out of the peat bogs. Many of these bases are permanent—heavy steel, millions of yards of concrete clear down to bedrock.

But they cost fabulous sums and were built under the most severe difficulties.

The United States Naval base at Argentia, probably the most complete base in the North Atlantic, is on what was once a great fog-laden peat bog. Its harbor—open the year around—is the finest, deepest, ice-clear harbor in the North Atlantic, with thousands of feet of modern docks, a real haven for troubled or damaged ships.

Handicapped by nature

THE construction problems were a test to our greatest engineering skill and modern equipment. Layers of mucky peat five to 20 feet thick were peeled off and dumped into the ocean to give a solid foundation for runways. It took a heavy toll of shovels and bulldozers. As many as 100 dump-trucks were often in the shop at one time. Sometimes it was necessary to lift bulldozers out of the peat with cranes. Trucks had not been built that could stand up under the strain, but expert mechanics—working night and day—kept them rolling until the job was finished.

Transportation problems made the job tougher. Rocky coasts and winter storms smashed huge cargoes that escaped the ever-lurking submarines in the early stages of the war. Materials which were lost en route were hard to replace. Substitutes had to be used. Heavy timber served in place of steel beams, concrete tanks were built to replace undelivered steel tanks.

Wind and cold, fog and snow, were continual enemies of good construction but the American engineers, with their huge gangs of native laborers, kept driving. Newfoundland workers are far slower than American workmen but they are not bothered by the extreme cold or continual dampness. In the two years and a half of construction, with hundreds of blizzards, 75-mile gales

Pay Us By The Month

Many persons find it most convenient to pay their life insurance premiums a month at a time. So we have a wide choice of policies on that basis.

Ask for our
descriptive folder



The PRUDENTIAL
INSURANCE COMPANY OF AMERICA
A mutual life insurance company
HOME OFFICE NEWARK, NEW JERSEY

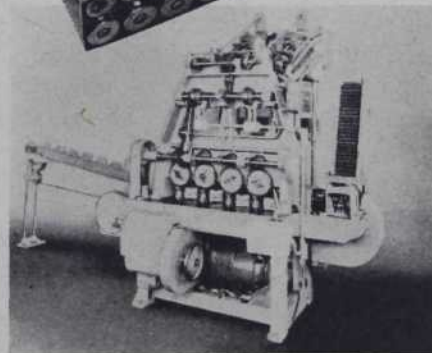
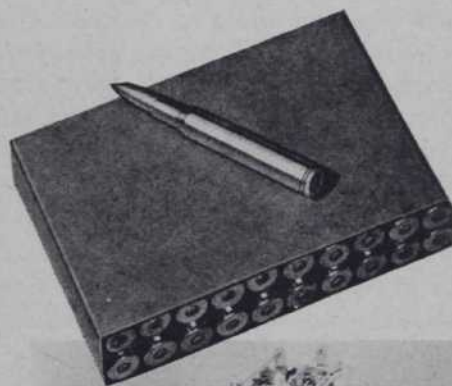
More manpower

It has always been our job to devise new machines that would free the human brain and hand for more important tasks.

When our country went to war, cartridges had to be loaded into cartons by slow, expensive hand methods—until we designed and built this machine for the job.

It inserts 20 thirty-caliber cartridges into the carton, which has a liner in cardboard sections, so that each cartridge is separate. Sixty filled cartons per minute leave the machine—the work of twenty hand operators. This is but one of a number of machines which we have originated and built for armament production.

We are ready now to study your present or post-war packaging machinery requirements. Consult our nearest office.



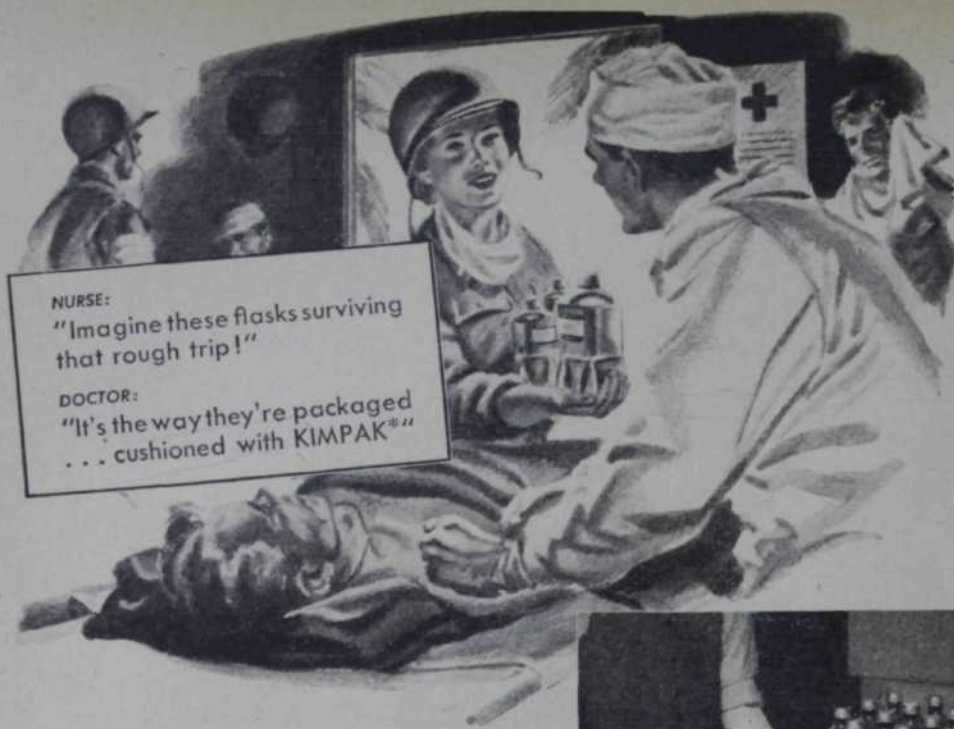
Cartridge Box Loader



SPRINGFIELD 7, MASS. NEW YORK CHICAGO CLEVELAND LOS ANGELES TORONTO

PACKAGE MACHINERY COMPANY

Over a Quarter Billion Packages per day are wrapped on our Machines



Let KIMPAK Solve Your Post-War Packaging Problem

TODAY, KIMPAK—the marvelous new shock-absorbing packaging—is conveying war products safely to their destinations. TOMORROW, it will be available aplenty to provide better, thriftier, more attractive protection of peacetime products, ranging from elephant-sized machines to delicate vials of perfume.

KIMPAK is a soft, cushion-like creped wadding, which may be obtained in sheets or in rolls. Ten standard types, in various thicknesses, are available to meet individual requirements.

It prevents chafing of your product's surfaces, and absorbs jars more effectively than many packaging substances of far greater density. It eliminates need of "nesting" with loose material. It cuts packaging time, reduces package size and weight, requires relatively little space in the shipping room. *It's Tomorrow's Packaging!*

Telephone, write or wire for the KIMPAK representative today. Address: Kimberly-Clark Corporation, Neenah, Wisconsin.

Kimpak
REG. U.S. PAT. OFF. & FOREIGN COUNTRIES
CREPED WADDING

A PRODUCT OF
Kimberly-Clark
RESEARCH



One of the basic applications of KIMPAK—protecting bottled liquids. This requires packaging which can cushion outside shock, meet rigorous requirements of overseas shipment. Flasks shown here are each enclosed in a sheet of water-resistant, soft, resilient 10-ply KIMPAK, type 531, with 20-lb. Kraft paper backing.



Flasks are so wrapped in KIMPAK as to provide six layers over cap and bottom, with one layer around exterior. This averts breakage from stacking and jolts, protects liquid against sudden temperature changes.



Finally, each flask, now wrapped in its protective coat of KIMPAK, is inserted in a corrugated cell and in containers which are then packed in wooden cases and protected by additional pads of 10-ply KIMPAK.

*KIMPAK (trade-mark)
means Kimberly-Clark Wadding

driving snow and sleet in sub-zero temperatures, only two days saw work entirely stopped.

Beautiful runways, absolutely level, now occupy the old peat bogs. Concrete and steel warehouses, steam-heated and of the finest construction, dot the waterfront. A great bomb-proof powerhouse with never-stopping turbines, provides light and power. Steam-heated barracks, paved roads, underground wiring and underground steamlines were completed after months of man-killing toil.

Until the war is won, these North Atlantic bases will stand as guardians of our own coast as well as milestones on the road to England, Russia and Europe. What will be done with them after the war is uncertain.

What will be Newfoundland's answer to postwar conditions? In the United States it will be a transition back to peacetime pursuits and production.

But Newfoundland had no peacetime production. Its government has no plans. Foreign capital might be brought in to build fishing canneries and new fishing fleets. Fertilizing plants where waste fish could be utilized are possibilities. An expansion of the wood-pulp industry would employ thousands in Newfoundland's great timber country to the north.

The beauties and advantages of Newfoundland as a summer playground might be exploited.

A taste of modern things

NEWFOUNDLAND stood still for centuries. But now it has had a taste of better things. It will be hard for the Newfoundland women—the hundreds of girls who have worked on the bases, became healthy and robust on American food and who have grown to love American dresses, make-up and beauty aids—to go back to the homespun clothing and weather-beaten faces of the generation before them. It will be difficult to return to the old fish and potato diet.

Newfoundland seems to face a dreary future because its newly gained riches will have been dissipated when the war ends. The country has not practiced economy. The people lived in prosperity as they did in depression, working a few weeks to accumulate a small surplus and then resting until it was gone.

Some Newfoundlanders were rehired as many as 20 times in two and a half years. Newfoundlanders always had a reason for quitting.

The thousands now employed in finishing and maintaining the bases—and the work still goes on although the Army and Navy have taken over the bases from the contractors—will be thrown out of work and only a skeleton crew maintained for peacetime needs.

It is a dark horizon that appears through the clouds of fog that settle over the country to our north and east. This jumping-off place to Europe—when it is no longer needed to transport planes, food and munitions across the Atlantic, to maintain and supply our fleets and convoys—may become again a land of depressed people as it was before the bases were started.

WHY THE ELASTIC COLLAR?



ONE REASON YOU CAN'T BUY THEM NOW

This is the drive cog of a tank. It yanks the tread with as much as 1,000 horsepower. That, together with rough going, gives tank treads an awful beating. So, for security, they are fastened with Elastic Stop Nuts. The cog and each lug you see in the picture are held on with Elastic Stop Nuts.



You see here an Elastic Stop Nut.

The thing that makes it different from other nuts is the special collar in the top.

This collar is made of an elastic material.

It presses itself between the bolt threads. It grips and holds tight. The nut cannot turn by itself.

This means the nut locks anywhere on the bolt and won't work loose.

Even violent vibration won't budge it.

You can put an Elastic Stop Nut on and take it off, time and time again. It always locks.

That's because the collar is elastic. It does its job and comes back for more.

Many billions of Elastic Stop Nuts are in use.

And to our knowledge, not one in a million has ever failed.

When peace comes, Elastic Stop Nuts will be available for all the good things to come. They will make them safer, stronger, more dependable and free from frequent servicing. So expect to see many of these nuts you can identify by ESNA'S red collar.

ESNA

TRADE MARK OF

ELASTIC STOP NUT CORPORATION OF AMERICA

ELASTIC STOP NUTS

Lock fast to make things last

Union, New Jersey and Lincoln, Nebraska



"THE LARGEST OF MANY EXCELLENT BANKS IN THE NORTHWEST"

Statement of Condition December 31, 1943

RESOURCES		Totals
Cash and Due from Banks . . .	\$123,105,076.80	
United States Government Securities		
Direct and Fully Guaranteed . . .	273,140,181.29	
State, Municipal and Other		
Public Securities	21,607,766.78	
Other Bonds and Securities . . .	1,540,022.76	\$419,393,047.63
Loans and Discounts		84,249,151.72
Federal Reserve Bank Stock		390,000.00
Bank Buildings, Vaults, Furniture and Fixtures		2,001,917.44
Interest Earned Not Received		1,015,152.18
Customers' Liability Under Letters of Credit and Acceptance		7,784,202.14
TOTAL		\$514,833,471.11

LIABILITIES		
Capital Stock	\$ 8,000,000.00	
Surplus and Undivided Profits	8,289,042.04	
Reserves for Contingencies . . .	2,615,123.83	\$ 18,904,165.87
Reserves for Interest, Taxes, etc.		1,627,994.67
Discount Collected Not Earned		125,586.20
Letters of Credit and Acceptance		7,784,202.14
Deposits		486,391,522.23
TOTAL		\$514,833,471.11

*34 strategically located Banking Offices
in the State of Washington*

Member Federal Reserve
System



Member Federal Deposit
Insurance Corp.

SEATTLE-FIRST NATIONAL BANK
Main Office—Seattle
Spokane and Eastern Division—Spokane

Executive Law at the Bar

(Continued from page 22)

power to resist, practically speaking, the mandate of an agent of these bureaus."

Illustrating Chairman Sumners' arraignment of executive-order law was a recent case under the Grain Futures Act, in which a long-established trader was excluded from domestic markets for two years. In this instance the Secretary of Agriculture was both the plaintiff and prosecutor. He drew the charges which launched the hearing, then presented the supporting evidence, ruling on all points of "law" touching admission or exclusion of material offered by the defendant. After the hearing, the Secretary-plaintiff-prosecutor then acted as one of the three judges to fix sentence, the other two being the Secretary of Commerce and the Attorney General.

Bureaus are old villains

BUT the dangers of bureaucratic centralization are not new to history. European scholars have noted the oppressions of government in every era. More than a century ago, de Tocqueville wrote:

"It has been demonstrated by observation and discovered by the innate sagacity of the pettiest as well as the greatest of despots, that the influence of a power is increased in proportion as its direction is rendered more central."

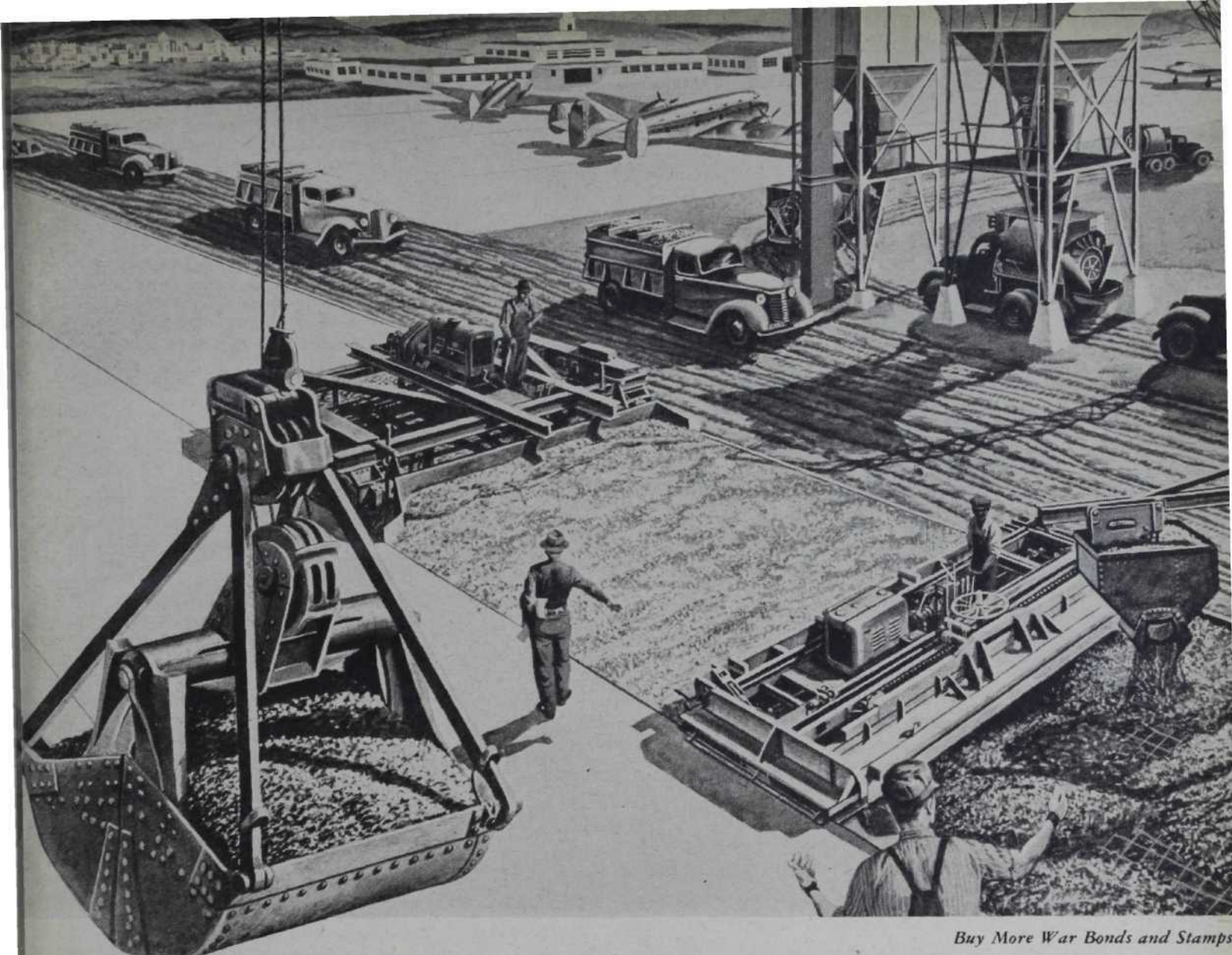
In the same vein runs the 1943 comment of Dr. Henry M. Wriston reviewing in his "Challenge to Freedom" the decadent French bureaucracy of the Eighteenth Century:

"Then as now the bureaucratic architects put floors under wages and ceilings over prices—but they did not leave room between floor and ceiling for a free man to stand upright."

The War Production Board and the War Food Administration also have been criticized in Congress for administrative orders described as far beyond the powers delegated to them—sometimes beyond the practical necessities of wartime controls.

In a recent order limiting production of glass containers for 1944, the WPB undertook to dictate the size of container to be used for various food items—gallons for some, and only half-pints for others. In many processing plants, this order required extensive rearrangement of machinery. In others, it limited production sharply pending purchase of new bottling and capping equipment to the new size specifications. This left idle machinery in some plants and a demand for new machinery in others—the net result of which could be only the same amount of food product for the year under the general container limitation.

In an earlier order, the WFA fixed certain maximum limits of milk, sugar and lard content in bread and rolls, adding a section to prohibit the importa-



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PAVING THE WAY TO *VICTORY!*

Working today with the Armed Forces on various construction projects, preparing airfields and military roads in widely scattered portions of the globe . . . Blaw-Knox construction equipment is helping the cause of freedom in many different ways.

When the gigantic international reconstruction program begins, the facilities and long experience of Blaw-Knox will be called upon to supply contractors everywhere with machinery in full keeping with

the times and with the work to be done.

In the chemical and process industries, Blaw-Knox offers products and services equally helpful. This is also true of fabricated and highly specialized products for the iron and steel and non-ferrous industries—for railroads, public utilities, electronics and for industry in general.

You may find Blaw-Knox products and service useful to you for present production and future planning. We invite a discussion with you on these matters.

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Automatic Sprinklers and Deluge Systems

Four Blaw-Knox Plants have been awarded the Army-Navy "E" for war-production excellence

A FEW VICTORY PRODUCTS



While our ship was on the ground, I spied a Breeze ignition shield and told the meek, 'I used to build 'em'. He grinned and said, 'Best damn shield there is, and with that my chest expanded

to twice normal. A compliment like that from a motor doc reflects the swell job you folks are doing back home there on the production line. Keep it Up!

Excerpt from a letter written by a former Breeze worker, now in our armed forces.

-what's in a *Name*

It All Depends on Past Associations and Present Circumstances

There's plenty in a name—when it's the familiar trademark of an old employer, and a man runs across it thousands of miles from home.

It means a lot to him then, because he knows first-hand of the skill and experience that went into the manufacture of the product, of the inspections that it went through before it was judged worthy to wear that trademark.

And then he realizes what that name represents—the pride of a manufacturer in a product, confidence in the future of the enterprise. The trademark becomes a symbol of opportunity for the day when men will resume their places once again in a peacetime world.

That's what's in a name—a reminder of the past and a promise for tomorrow.

Breeze
CORPORATIONS, INC.
NEWARK, NEW JERSEY



PRODUCTION FOR VICTORY • PRODUCTS FOR PEACE

tion of any Canadian bakery products having a higher content of these ingredients. Here, Congress found, was a broad exercise of the tariff power by an administrative agency authorized only to regulate wartime production and distribution of domestic foods.

These cases illustrate how far the uncontrolled exercise of delegated powers may reach. As the system of executive-order administration is expanded to wider and wider areas, the reach of such orders tends constantly toward smaller and smaller details of business management. Yet almost nowhere is any individual in a position to challenge the constitutional validity of a particular order. Management's only appeal is to Congress.

In its report on rent controls, the Smith Committee illuminated a second oppressive tendency in our prevailing emergency bureaucracy:

"Judging from testimony of OPA officials before this Committee, the attempt has been made to stretch as far as possible the scope of discretionary authority, rather than to determine with care the reasonable limits that should be, and were intended by Congress to be, drawn in the exercise of the authority granted. They further testified that they had failed to exercise certain discretionary powers granted under the Act to correct inequities and to do justice to individuals, because of the administrative difficulties involved."

This conclusion of the Committee underscores a universal experience—a disposition of bureaus to use to the utmost their powers and authorities against citizens, while often neglecting equal power and authority to protect and defend basic constitutional rights of the same citizens. George Washington understood these dangers when he warned in his Farewell Message against "that love of power and proneness to abuse it which predominates in the human heart."

That the problem is as real today as in Washington's time is demonstrated by the editorial plaint of the *New York Times* as recently as January 27, 1944: "Congress delegates powers in a reckless, wholesale fashion and then is shocked at the results."

Pseudo-courts set up

IN the field of general price management, the Committee found that OPA, in many instances, had carried on its activity "by unauthorized regulations and deliberate misinterpretation of the acts of Congress." In establishing its own appeals procedure, OPA had "set up an amazing system of pseudo-courts that impose drastic and unconstitutional penalties." Such penalties, the Committee continued, "trample ruthlessly over the freedom of American citizens and deprive them of property rights and liberties without due process of law."

The Committee recommended that, in the future, no administrative agency be permitted "to create mock courts to try offenders."

"This amazing and dictatorial seizure of the judicial and legislative functions



A SECOND WAR YEAR REPORT TO GUARDIAN POLICYHOLDERS

War requires the most effective use of manpower and materials. We therefore are using, for a second year, this method of presenting to you the features of your Company's operations in its 84th year.

SECURITY BEHIND YOUR POLICY

Policy and claim reserves as provided by State laws increased by \$10,530,000 to a new high of \$161,980,000. Funds set aside by the Company for war, postwar and other contingencies increased by \$510,000 to \$7,520,000. Guardian investments are of the highest grade and the market value of Guardian securities held is \$2,060,000 more than the statement values on which the above figures are based.

YOUR 1944 POLICY DIVIDEND

The Guardian has paid dividends to its insurance policyholders uninterruptedly for 76 years. For 1944, dividends to policyholders will be on the same scale as for 1943; \$2,110,000 has been set aside for this purpose.

YOUR COMPANY AND THE WAR

Life insurance has two special war jobs. First, your premiums, with those on 177,000 other Guardian policies, provide funds to finance the war. Guardian investments in United States Government bonds and Canadian guaranteed securities totalled \$18,550,000 in 1943 — more than the total premiums collected from policyholders. Thus, funds behind your policy were directed both to "back the attack" and to provide your policy with the safest possible backlog of security.

Our second war job is like that of every other American enterprise — furnishing manpower. The Guardian organization has furnished to the armed services over 70% of its male employees under age 45.

LOOKING BACK TO 1943

Taxes were high. War bonds were bought by Americans in ever-increasing amounts. Yet new Guardian policies purchased amounted to 15% more than in 1942; fewer

policies were dropped than in any year since 1920; more policy loans were repaid than in any year in our history; and the insurance in force increased 76% more than in 1942 to a new high of \$553,000,000.

LOOKING AHEAD TO 1944

1944 is destined to be a year of great struggle and sacrifice and a year of great satisfactions. Of the problems facing the country, two call for comment here:

First, men are returning from war even as others leave for war. Your Company has well-developed plans for retraining and rebuilding its staff, to provide truly modern service as part and parcel of Guardian tradition.

Second, the campaign against an increase in the cost of living is one of the major battles of the home front. Wartime controls have, so far, limited within a narrow range the decline in the dollar's buying power, and the stabilizing influence of money being saved up in war bonds and in life insurance is and will be a dominant factor in this battle.

Your Company is alive to its obligation to make life insurance meet the public's needs during the changing conditions. Experience with the Graph-Estate method of fitting life insurance to the individual's needs and means, a unique Guardian feature, equips our representative to serve you professionally.

★ ★ ★

This report is not designed as a financial statement. A copy of the 84th Annual Financial Statement and additional copies of the report may be obtained from any Guardian office.

JAMES A. McLAIN, *President*

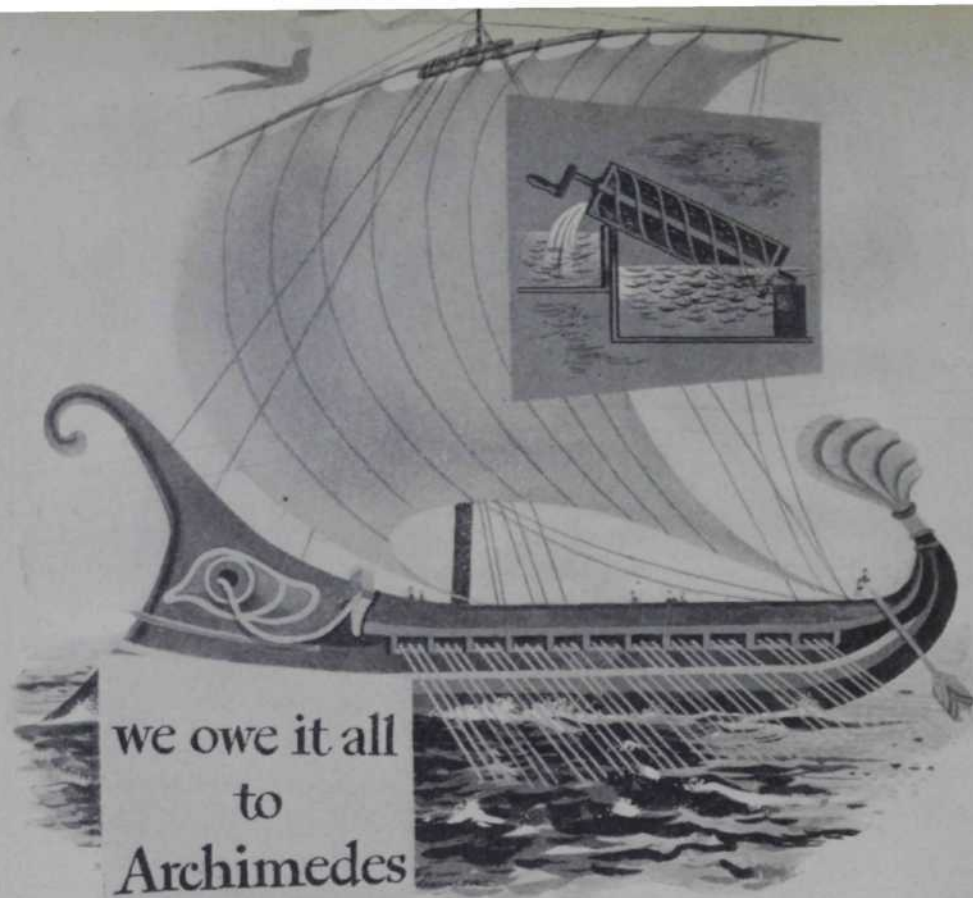
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THE GUARDIAN LIFE

INSURANCE COMPANY OF AMERICA

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GUARDIAN OF AMERICAN FAMILIES FOR 84 YEARS



THE GREEKS never had a word for it, nor did anyone else, until old Archimedes came along and invented the "Archimedian Screw"—a device for raising water.

To Archimedes then, back around 250 B.C., America is indebted for the screw principle which is helping build war materiel.

The Detroit Tap & Tool Company is also indebted to Archimedes—for its business revolves around the principle of the "Archimedes' screw." It is a debt which we feel can only be repaid by creating Taps and Tools which in their quality and accuracy are a tribute to a great Mathematician and Inventor.

The Detroit Tap & Tool Company pledges its support to the Four Freedoms of Business—Free Enterprise... Free Competition... Private Initiative... Opportunity for Labor. These are the bases for peace of mind for all when days of Peace come.

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of government by the Executive Branch... presents an ominous picture of the early, preliminary steps to dictatorship.

"This situation must be changed, and changed immediately, if our form of government is to endure."

The current contemptuous attitude of the Washington bureau chiefs toward legislative limitations upon their operations is projected faithfully in the response of William H. Davis, Chairman of WLB, to the Smith Committee's report:

"If Congress," he said, "does not intend that the Board should continue to decide wartime labor disputes, Congress should so instruct the Board."

This language assumes that any administrative board, once created, has free range to do what it will until Congress, by specific mandate, stops it. The whole system of constitutional law, of course, works in precisely the opposite direction; nobody in the Executive Branch has authority to do anything until Congress gives him the power.

How did Congress happen to delegate such vast discretionary powers? The question was answered frankly in the historic Supreme Court debates in the Senate, in 1937. A journalistic intimate of Prof. Rexford G. Tugwell, a former publicity agent for the Rural Resettlement Administration, wrote:

Origin of recent laws

"EVERYBODY knows that, since March 1933, the federal laws have been drafted at the west end of Pennsylvania Avenue, and that on many occasions Congress has had to mark time until the administration draft of the measure arrived for passage. So the men who do the drafting of the laws are no longer at the Capitol, but are scattered through the Executive Departments; and if there is need for later judicial interpretation, the judgeships should be given to the men who prepared and eased through the measures involved."

This is perhaps an excessively frank and overly simplified treatise on our present confusion in constitutional law and procedure. Yet the trend of events in Washington since it was published on March 23, 1937, gives the statement some historical significance.

In 1939 Congress made an earnest effort to pull bureaucracy's claws, by means of the Walter-Logan Bill, which would have required advance public hearings on all administrative regulations. It also would have established and regularized appeal procedures against executive rules within the economic reach of the great body of citizens. Passed in both houses by solid majorities, this measure was vetoed by the President.

Today such a law might go far toward reestablishing constitutional security in the United States. To many minds the preservation of the first Bill of Rights, as set down by Thomas Jefferson, is more important to the country than a second Bill of Rights, as set down by the National Resources Planning Board, and transmitted to Congress in the President's message of January 11, 1944.

Russia—Customer and Competitor

(Continued from page 30)

with what he has done but must feel that he should do better."

That trait is characteristic of the Soviet Union. An extravagant claim of what it is going to do, or even is doing, may become an actuality quicker than expected. These emotional people are doggedly persistent. A few months after that visit, I heard that the husky young superintendent had collapsed from overwork. Many do, also contrary to another popular fallacy that Bolsheviks are better talkers than workers.

What the Soviet Union can give in return for all the materials which it will want from the United States is an important factor in trade between the two countries. Without exports it could not have established the rather unusual record among countries doing business with the United States of paying for what it receives. It has gauged its past purchases by its taxing power at home and its exports abroad. It has had a steady market in the United States for many commodities—the number is surprising—and may supply more in the



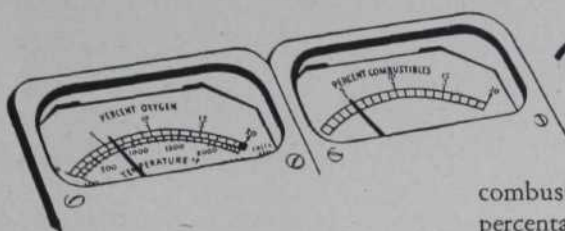
SOVPHOTO

Before the war, furs were our largest Russian import in value

future. A tabulation by E. C. Ropes, Chief of the Russian Division of our Department of Commerce, lists 202 different commodities which we imported from the Soviet Union in the 16 years ending with 1941. American importers can obtain the list by writing and also may be interested in knowing that Amtorg already is booking orders for delivery after the war.

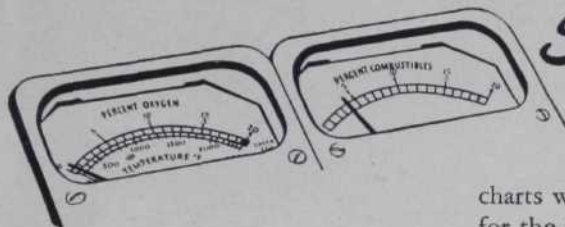
Furs were the largest import in value, making more than half of the total. Manganese was the largest import when figured in bulk. The land is rich in al-

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And time will still be vital in the post-war industrial world. Production facilities will be tremendous. Sales will flow to those plants which can produce at low cost.

Here at Acme, our staff engineers are trained to save time for you today and cut costs for you tomorrow. Do you need a special tool? Acme can design and build it. Is there a problem in your production line? Acme engineers may have the answer to that problem.

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Army-Navy "E" Award
received Jan. 12, 1943.
White Star, for continued
high production,
received Oct. 30, 1943.

most every other known mineral, some imported by the United States. It has unlimited supplies of pulpwood, vegetable drugs, flax and endless raw materials and such staples as sausage-casings, bristles, licorice root, caviar and mushrooms.

Undismayed at the destruction of war, the Soviet Union records the new which it has built. The 1,154 mile Pechora railroad from the Kara Sea to Kotlas Junction, southeast of Archangel, has been completed. It brings out coal and timber from the Arctic and oil from a refinery at Ukhta. North of the Arctic Circle with its drifting snow, the temperature is 40 to 60 degrees below zero but in summer under a sun which never sets, the tundra thaws and sand ballast was hauled hundreds of miles to keep the railroad from disappearing in the swamps. Another railroad was built on the right bank of the Volga River.

Progress, a community affair

THE Farkhad hydroelectric station on the Syr Darya River, to be the third largest in the Union, was started only last February, 70,000 farmers volunteering for digging while their wives and neighbors cared for their crops. The North Tashkent Canal, irrigating 2,500,000 acres for grain and beets, was completed with similar labor. At Magnitogorsk, the largest blast furnace in Europe was put into production. A pipe rolling plant was erected at Chelyabinsk in six months where previously such a job had taken two years. A new factory is turning out automobile spare parts at Krasnodar. An all-year highway has been built over mountains whose earth never thaws to Yakutsk.

A dozen new factories produce sectional prefabricated log houses, replacing the old picturesque style. The Russian log izba was the first prefabricated house, the logs cut, measured, mortised and fitted by hand in the forests before they were floated down a river to be reassembled into a house.

Exploration, scientific research and art have continued with the material existence. New deposits of iron, manganese, fire clay, molybdenum, tungsten, mercury, tin, antimony, aluminum, gold and other metals are announced. Uzbek has started to grow tea, the universal Russian drink, and presents a new fruit, a hybrid of tangerine, lemon and orange. The 1,000-acre experimental farm in Tashkent—the Union is third among cotton raising countries—has grown dark brown, blue, dark green, emerald green and khaki colored cotton. Cork, of great demand in the United States, is being stripped in the Siberian taiga (forest) from the tree known as Amur Velvet.

The Academy of Sciences holds its learned sessions, has an expedition on Mt. Ararat studying cosmic rays of which Noah never dreamed; other scientists are on ice in a 12,900-foot high observatory atop Fedchenko Glacier which waters Tadzhikistan and the ethnological branch of the academy has produced a study on "Life and Culture of



a Pilot's letter advises: *"Better fly Buick"*

SHE is a three-star mother, with one son an Army pilot, one a Navy flier, one an Army cadet meteorologist — and a wartime job of her own to handle.

When a letter came from the one who has been out in the Pacific for 15 months—much of the time in a big Liberator bomber — she passed it on to us, with quite needless apologies about "a mere mother's pride" in her son's good efforts.

She sent it on because her son wrote:

"These engines I fly behind are built by Buick, so I have the utmost faith in them. You take care of them and they'll

take care of you."

And you can be mighty sure that made us feel good.

But listen to what the mother added and see if you wouldn't feel both proud and a bit humble in the face of such obvious appreciation:

"Thank God," she wrote, "that if our modern machines

must be used as instruments of war, Buick does build them. It means much to us mothers of men that, as they defy death in the skies, you have done your best to see them through."

Yes, we have done our best. And we are glad that best has been good enough to give fighting men faith in Buick-built war goods.

But who wouldn't try to *better* his best when to such faith you have added the sincere gratitude of mothers who send their sons to fight for us?

Certainly *we* shall — every hour of every day—from now till Victory!



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E-30

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North America," based largely on old Russian reports from Alaska. Laboratories announce new drugs and serums and advances in sanitation and nutrition. Longfellow has been translated into Armenian, "Hamlet" rewritten to suit less melancholy Russian tastes, the Bolshoi Theater in Moscow is enjoying its usual successful season of opera and ballet, the art theater celebrated its forty-fifth anniversary and Shostakovich has written his eighth symphony, now being scored for the United States.

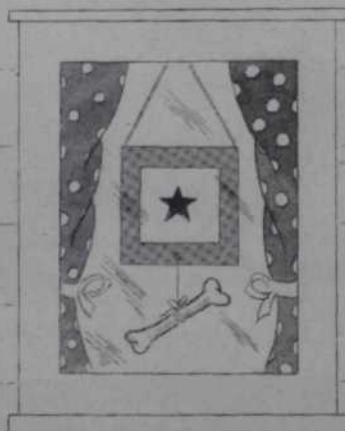
Moscow school enrollment is 530,000, some 54,000 more than in 1942; 50,000 young people are in art and music schools; the annual chess tournament, Russia's favorite indoor sport, produced a new champion; new records were made in track and swimming and athletic meets were as usual but with a military tinge.

All this is at a time when every man, woman and child is toiling and getting only the bare necessities of life so the armies on the front will have the materials and strength to fight. Women and children do the men's work, in the mines, in the lumber camps and more than all on the farms.

Before the war, the Soviet Union was second only to the United States in industrial production. In 1920, its industry was only one-seventh of what it had been in 1913. In 1937, its output was seven times that of 1913, 49 times what it had been only 17 years earlier.

And remember that this is a country which came out of the last war, 25 years ago, in revolution. Today it has 180,000,000 united people who not only have the energy and willingness to work, but have learned how to produce in the modern way.

Today Russia is not only on the winning side. The exploits of her armies have increased confidence at home and respect abroad. War's alliances and the handclaps of leaders have established her on a new basis of world friendships. Political courtships, it is true, may be fleeting but business is unsentimental and durable. When the postwar surmises and arguments have died down, Russia, with wise leadership and careful planning added to her rich gifts of nature and her irrepressible human vitality, will be a tremendous customer—and a powerful competitor.



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when they're

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Eight Years of Social Security

By DONN LAYNE

OUR DEMOCRACY would no doubt become unworkable if its citizens did not believe in it and take an active part in its functioning. The same can be said about social security. The success of our social security program depends upon active and intelligent participation of:

1. **Business men**, the employers who contribute the largest share of the total costs, do much of the preliminary record-making and book-keeping, and forward all the pay-roll-tax payments to the state and federal treasuries.
2. **Employees**, the workers who contribute at least one per cent (and sometimes more) of their wages to support the program, and who are vitally concerned with the treatment of applicants applying for benefits, recipients receiving benefits, and the smooth and efficient operation of the benefit-payment process.
3. **Administrators**, the public servants who are responsible for carrying out the intent and purpose of the program in a practical, comprehensive manner.

Each of these groups has its own interest, experience, and viewpoint—the combined effort will make for better laws and administration.

Since the Social Security Act first became national law in August, 1935, more than 72,000,000 social security cards have been issued. For the first four years the Act provided old-age insurance for the worker only, but the 1939 Amendments extended the coverage to include benefits for members of the worker's family after he retires (at age 65) and after his death.

As it now stands our Social Security law provides for ten distinct but related programs divided into three major categories:

EMPLOYMENT Security is a double-feature program. It attempts to find another job for the unemployed worker; and if that is not possible then out-of-work benefits are forthcoming. Every state has a program of this kind.

ALMOST 67,000,000 living persons now hold social security cards; constituting 63 per cent of the population more than 14 years of age. Close to \$10,000,000,000 in pay roll taxes have been paid to date. Some 2,000,000 business men have contributed more than three-quarters of the total

Social Insurance, consisting of *Employment Security* providing both public employment service and unemployment insurance, and *Old-Age and Survivors Insurance*.

Public Assistance to the Needy, consisting of *Old-Age Assistance*, *Aid to the Needy Blind*, and *Aid to Dependent Children*.

Health and Welfare Services, consisting of *Child-Welfare Services*, *Services for Crippled Children*, *Maternal and Child-Health Services*, *Retraining for Disabled Workers*, and *Public Health Service*.

The public employment service (the United States Employment Service) and the Old-Age and Survivors insurance programs are administered entirely by the federal Government. The other eight programs are operated by the states with federal cooperation and financial aid, usually on a 50-50 basis.

Before the war, the states operated the public employment service with federal cooperation and financial assistance supervised through the Social Security Board of the Federal Security Agency in Washington. At present, however, the United States Employment Service is administered by the War Manpower Commission. About 1,500 USES offices are scattered throughout the country. In some 3,000 other places having no office, a traveling agent of the USES comes at regular intervals to put men in touch with jobs and *vice versa*. Because the public employment offices are closely tied into the state unemployment systems—the same office which helps the worker to get a job also takes care of the claims for out-of-work compensation—the states' desire for immediate return of the USES to their control is obvious.

This is particularly so, now that the placement problem is changing from one of recruit-

ing labor to one of finding jobs for men.

If the public employment service cannot offer an insured worker who has been laid off another suitable job right away, the applicant for work can file claim for unemployment benefits. After a specified "waiting period"—usually one or two weeks—the benefit payments begin on a weekly basis. In most states these benefits amount to about half the worker's regular weekly wage but are limited to a maximum—in 11 states it is \$20, in most states it is \$15 a week. The minimum payments in most states are set at \$5 a week, but a few states make them \$10. Only the District of Columbia allows additional benefits for dependents. The number of weeks during which unemployment benefits may be paid runs from 13 to 20 in the different states.

Casual labor, farm and domestic workers, the self-employed, and those working for non-profit, educational, religious, or charitable organizations are not covered by the unemployment compensation systems, nor are the employees of small firms in most states.

Every state covers those working for employers hiring eight or more employees during 20 weeks of the year. Other states cover smaller firms. In some dozen states, the law says "one or more" employees.

To provide the money for the unemployment benefits the "covered" business men contribute a pay roll tax on the first \$3,000 of the worker's wages, amounting in most states to 2.7 per cent. A few states require a wage tax from the workers also. To pay for the costs of administering the system, employers having eight or more employees pay an additional three tenths of one per cent pay roll tax to the federal Treasury. Legally the federal tax is three per cent on pay rolls but employers subject to state unemployment compensation taxes are allowed a 90 per cent offset, leaving the balance for administration. In all but a few states the employer tax may be reduced below the 2.7 figure if he provides reasonably regular work. Employ-

ers generally endorse this principle known as "experience rating."

In the light of past experience, some employers as well as some labor and government representatives feel that the Unemployment Insurance system is not all that it should be. Some believe that coverage should be extended to other groups and that the disqualification requirements should be liberalized. Others

feel more than \$35; for a surviving widow with two children it is around \$47.

As it now stands, there is a widespread belief that the old-age and survivors' insurance system could stand adjustment. Many leaders in the fields of business, labor and government hope that this type of coverage will be extended to all workers including those who, it would seem, are most likely to need it: the casual, the farm and the domestic workers. On the other hand, collecting the tax from such workers, as well as from their employers, would be difficult, and serious thought as to workable ways and means is needed. Then again, the disqualifying clauses suspending the payment of benefits are not equitable between individuals. Many persons feel that such shortcomings should be eliminated as quickly as possible.

Under the Public Assistance provisions of the Social Security Act, the federal Government helps the states in providing cash allowances for needy old people (some 2,150,000 persons), the needy blind (75,000 individuals), and dependent children (about 800,000). Each state sets up and administers its own program for any or all

three kinds of aid. In states having approved plans, the federal Government contributes one-half of each allowance up to \$40 a month—the federal share not to exceed \$20 for adults—and less for children.

As to the Health and Welfare Services, the Social Security Act authorizes the appropriation of \$5,820,000 annually for federal grants to the states for the state health agencies to use to extend and improve services for promoting the health of mothers and children especially in rural areas and in areas of economic distress. The act makes \$3,870,000 available each year for grants to the states to enable them to establish, extend, and strengthen welfare services for the protection and care of homeless, dependent, and neglected children, and children in danger of becoming delinquent.

Furthermore, the act provides for federal aid for the retraining of disabled workers. Each year hundreds of thousands of men and women are disabled by accident or disease, and "Vocational Rehabilitation" is carried on by the states under their own programs which are designed to help the people return to a normal, self-supporting life whenever possible. Methods of rehabilitation include surgical or medical treatment; necessary artificial appliance; vocational training in a suitable occupation; and placement in a suitable job.

In addition to these special health services, the act also provides for the general extension and strengthening of all public health services. The federal money appropriated to

this end is used by the states to expand and maintain adequate health programs at the local level. Additional funds are allotted to the U. S. Public Health Service for the investigation of diseases and related problems of nationwide or interstate character.

It is apparent that the Social Security Act was designed to prevent and to relieve the misfortunes that come when earnings are cut off by unemployment, old age, blindness or death; when children are left without support or necessary care; and when the health of the community is not properly protected. That it is an undertaking not uncommendable nor of picayune proportions everyone will agree.

This country has always made an effort to care for its poor and indigent—frequently in a haphazard fashion. Social security is an effort to meet this need in an orderly, thoughtful way instead of hastily in a period of emotionalism. Those who complain of the cost of social security should, therefore, deduct their own guess as to what unorganized relief would cost.

There are many, however, who believe that the insurance aspects of the act do not go far enough. Some feel that the benefits are too small. Others point out that the worker is covered if disabled by accident while on the job by the various workmen's compensation laws, but that the worker is not protected from loss of income due to accident or sickness away from the job; nor is the mother-to-be protected from loss of income during pregnancy and shortly thereafter. There are government, labor, and business leaders who feel that some type of compulsory program along these lines may be necessary to alleviate such hazards. Others feel that private hospitalization plans, and accident and health policies offered by American insurance companies—through the group plan if necessary—is a better way to meet the problem. Still others point to the splendid record of the Blue Cross Plans sponsored by civic leaders, hospitals and the medical profession, which now has nearly 14,000,000 Americans protected against the cost of hospital care.

Almost everyone will agree that social insurance, no matter how broad, can never assure complete protection because there is no substitute for productive employment.

Much of the turmoil and debate over social security issues seem to stem from

MORE than 60,000,000 workers have earned credits which apply toward old-age and survivors insurance benefits. More than 600,000 workers are now entitled to stop work and draw benefits—but haven't. Close to \$6,000,000,000 have been paid into the Treasury for this purpose. Some \$450,000,000 has been spent in benefits

hold that the workers should contribute more than they do toward their own unemployment protection; and many think that too much "red tape" and too much "charity patient" atmosphere permeate the entire administrative system.

Old-Age and Survivors Insurance provides monthly benefit payments for workers and their families when the insured wage or salary earner dies or is old enough to stop work in covered employment. The monthly payments under the system are of two general kinds.

1. **Retirement payments** for the qualified worker after he reaches age 65 and stops work; plus additional amounts for his wife if and when she is 65, and also for his children until they are 16, or 18.
2. **Survivors' payments** for the children of an insured worker until they reach 16, or 18 if in school; also for the widow while she has such children in her care; for the widow if and when she is 65; and to dependent parents at age 65, if the worker has left no widow or young child.

If the worker has left no survivor entitled to monthly benefits, lump-sum payments are made. These may go to the widow, widower, child, grandchild, or parent, in the order named. If no such relative survives, the lump sum may go to other relatives or friends who paid the burial expenses.

To pay for this protection the worker and the employer are each taxed one per cent on the first \$3,000 of wages.

More than 700,000 persons are now receiving monthly benefits. The average monthly payment to a single worker is about \$23; for a man and wife it is a lit-

MORE than 5,000,000 persons are dependent upon Government support of some kind. More than 2,500,000 persons are totally disabled. About 3,000,000 families have no member who should be gainfully employed

that men may LIVE to build a better world

In this flask is the force of life. I know... for I have seen its work.

I have seen the livid look of pain and shock and utter exhaustion change to the clearer pallor of normal illness. I have seen lips blue with approaching death regain the hue of health.

I have seen these things. I have seen death defeated.

And I have felt gratitude deep beyond expression that men and women have given gladly of their blood that other men may live... that useful lives may be prolonged to their full term.

For blood banks and the plasma that goes to the front are bulwarks against encroaching death.

To them, I... and you... and men and women in every land... owe a debt too great ever to be repaid save by our working and our striving to build a better, freer world.



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The modern miracle of lifesaving through indirect transfusion—of either whole blood or of blood plasma—is possible because the life fluid can be precision-filtered. From whole blood, minute clots and other precipitated matter are removed. From plasma all tissue and other solids are removed.

Multipore stretched over an electric light to show typical pore structure. The porosity of this specialized rubber—a development of United States Rubber Company—can be controlled so that it may be produced with as many as 6400 pores to the square inch or as few as 1100.

The lives of sufferers from loss of blood or depletion of blood supply, are far more sure of being saved today than ever before because blood and plasma can be banked for immediate transfusion—whether in modern, fully equipped hospitals or on the battle front. Your local Defense Council can tell you about blood donor service.

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a faster-moving business world. So you should plan your new, postwar mailroom *now*—with the help of our specialists.

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Let's Give to the
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two opposing political concepts:

1. The **totalitarian idea** that the state is supreme and the source of all wisdom, and that it should look after the lives of all its citizens in every detail.
2. The idea that a reasonable, adult citizen in a free economy prefers to plan his own life, and that the state should only provide minimum floors under which the standard of living cannot drop.

Social security is here—and it is growing. Even if the program was complete and the coverage adequate, its pattern would still change with the years. But, regardless of its growth or its popularity, social security will never remain a success unless high levels of productive employment are maintained throughout most of all the years ahead.

In fact, Sir William Beveridge repeatedly pointed out that the Beveridge Plan (for use in England) is based upon the assumption that employment over the years will run more than 90 per cent of the possible, otherwise his plan would not be supportable.

It is the opinion of many leaders from every field of endeavor that, if our own social security plans are to succeed, they must be financed on an equal basis by both employer and employee, and administered largely at the local level. Any other method of financing or of administration would lead to indifference as to the costs or the problems of administration. And, last but not least, labor, government and business should make sure that we have no scarcity of those adventurous and inventive spirits; the job-offerers and job-makers.



Modern Law for Modern Business

(Continued from page 24)

each grade which users generally take? He did not promise to conform to any average either.

It would not be difficult to pile up similar instances, though some of them tend to become technical. Does a seller's warranty survive the buyer's acceptance of the goods? Does it matter, in answering the question, whether the buyer had a chance to inspect before he took the goods? Again, suppose a buyer finds that goods being shipped him—cloth for garment making say—is not quite up to the standard contracted for. But it is usable and he accepts a series of deliveries at a reduced price. Can he, without notice, suddenly reject any more of these goods and cancel the contract?

These suggest types of legal questions upon which a uniform answer is certainly desirable.

Uniform rules for sales

THE recognition of the need for uniformity in our state mercantile laws and the desirability of bringing rules up-to-date led, in 1906, to the writing of a statute known as the Uniform Sales Act. The body responsible for it had the formidable title, "the National Conference of Commissioners on Uniform State Laws." This Conference was founded in 1892 to promote uniform state legislation in subjects where uniformity was thought desirable. Its members included judges and lawyers from every state. They are unpaid, unheralded and unsung. Yet through the years they have been doing a great deal of good work.

One of the wise things they did when they came to the law of Sales was to procure Samuel Williston to draft their uniform statute. They could not possibly have done better. Mr. Williston for nearly all his long professional lifetime has taught contracts, sales and other subjects in the commercial field to students in the Harvard Law School. He has written outstanding texts in these subjects and knows how to express legal ideas in English that is crisp and clear. Williston produced a statute, with the help and advice of the Conference, which was the best piece of work that body had produced. Thirty-one state legislatures adopted it.

The Sales Act was followed by other Acts, some drawn by Williston, some by others, in the commercial field. Bills of Lading, Warehouse Receipts, Stock Transfer, Conditional Sales are some of them. All have been well drawn Acts.

A great many changes have taken place since 1906 when the Sales Act was drafted. A world war, a major depression and another world war have all had their effect on business problems. A demand came from a responsible business group for a new Sales Act. Its proposal took the form of a federal statute which would be applicable to interstate and

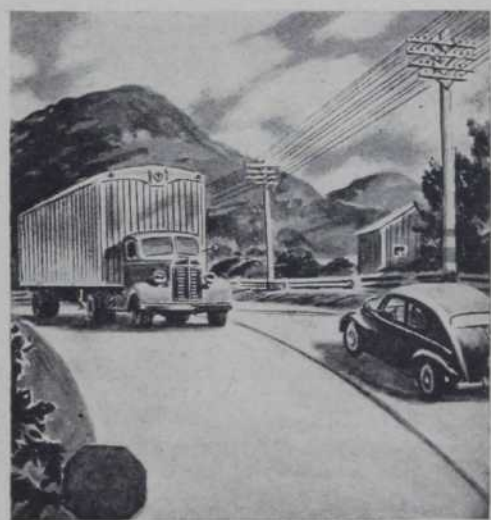


1. THE ARMY MOVES up faster — thanks to trailers. A single division may have over 300 trailers in field service. Trailers are the flexible

way to carry anything from munitions to fully equipped machine shops, kitchens and communication units.



2. PERISHABLE FRUIT from California—saved by trailers. In this war motor transport has provided the high-speed, point to point service so necessary to bring vital foods from farms to cities.



3. IF IT'S ON A road, trailers can reach it. More than 50,000 American communities are served by trucks and trailers for freight deliveries. Motor Transport links every point in the nation to every other point.

This is the "movingest" war in history!

YOU'VE HEARD it said that this is a "war of movement". It certainly is. Not only do whole armies move constantly, but the movement of supplies to the fighting fronts as well as here at home is the factor that permits our armies to move FORWARD.

Motor transport, trucks and trailers, provides the margin of safety in our whole transportation set-up because it is as flexible as the roads themselves.

It's the BIG PLUS in transportation.

New Trailmobiles Available

Trailmobile is now making its full quota of new commercial trailers for vital civilian use. All Trailmobiles permitted by 1944 government allocations will be made *without any let-up in production of trailers and other war equipment for the Armed Forces.*

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for a 24-page Catalog describing and illustrating the 12 helpful services which ACB will furnish to merchandisers. Gives details of cost, coverage, list of users, etc.

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Makes Light Work Out of Tough Sweeping Jobs

Steel back of Speed Sweep brushes is the basis of unique construction for faster, easier, better sweeping. Block is $\frac{1}{3}$ usual size - easier to handle. Tufts of longer, better fibres are more compact - provide "spring and snap" action. Handle instantly adjustable to height of sweeper - reduces fatigue and strain. Speed Sweep brushes are built to outlast ordinary brushes 3 to 1.

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Since Pearl Harbor Speed Sweep brushes have proved their superiority in many thousands of factories under varied conditions. They are unconditionally guaranteed to meet your requirements. Prompt shipment on AA-5 or higher priority rating. Write for styles, sizes, and prices today.

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foreign commerce. This group agreed, after discussing the matter with the Conference of Commissioners, that it would be desirable to have the state and federal law uniform on the matter and the Conference of Commissioners agreed to undertake a revision of the Act. The Conference, in turn, asked the cooperation of the American Law Institute.

That body is just completing a project which it calls "The Restatement of the Law" upon which it has worked for 20 years. The object has been to rewrite in clear and accurate language the fundamental principles of the common or judge-made law built up through decisions over the years in the various states. The scope of the undertaking has been intentionally limited to exclude those subjects in the commercial field where the statutes have taken the place of the common law. The Institute's work has left off, in other words, where the work of the Commissioners has begun.

The two bodies together constitute a strong aggregation of legal learning. Together they are working upon a new Sales Act, built upon the earlier Act, but speaking in terms of modern business problems. They expect to finish the Act this year.

Good as this work undoubtedly will be, it should not go out alone. Other portions of commercial law need attention.

Clarify all business laws

WHAT we need is a careful integration of all the statutes in the field of commercial law into a modern commercial code. If well done this would make clear the rules which business people are to follow in their day to day affairs. The Conference of Commissioners and the Institute have such a project in mind. If it can be carried out, successfully it certainly would be to the public interest.

No code, however good, can cover all possible situations and remove all the legal risks of business life. Human affairs have a way of getting beyond the imagination of any group which sits down to provide for future contingencies. Furthermore, it seems impossible to find language so clear that honest disputes may not arise concerning its meaning. But the fact that complete clarity and certainty cannot be ever obtained in the law does not mean that it is not highly important to get as much as we can.

The project of the Conference of Commissioners and the American Law Institute is one which practical business men may well support. The law under which a man does business should be as modern as his production lines, as up-to-date as his advertising and selling.

Furthermore, at the end of the present war, business practices and procedure will no doubt have been changed just as drastically as at the end of the last war. It is accordingly to the interest of business men to see that the law of commerce is adequate to its needs.

Support of this program before state legislatures is a practical project which every trade association and commercial organization might well undertake.



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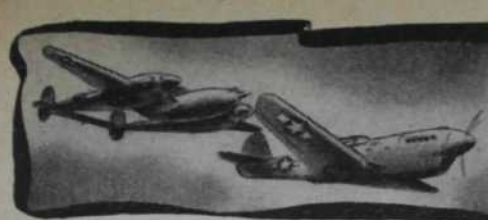
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Look, Joe!

There's going to be a tremendous demand for civilian goods when peace comes, new survey shows

THERE'S going to be a whopping big market for a lot of things as soon as this war is over.

Here are some of the details as shown by the most recent figures in the U. S. Chamber's survey of postwar consumer buying intent:

New automobiles will be bought by 3,675,000 families. That means \$3,307,500,000 for family automobiles. Used car sales, commercial sales, exports, are not included.

There is an immediate market for \$1,215,910,000 in major household appliances. 2,625,000 families intend to buy mechanical refrigerators, 2,100,000 families intend to buy washing machines, 2,555,000 families intend to buy radios. A lot of vacuum cleaners, sewing machines, etc., will be purchased.

There is an immediate market for \$711,410,000 in household furnishings. People will be buying furniture of all kinds, rugs, carpets, linoleum. This considers present families only. The market will be increased by the marriages postponed by the war.

More than 1,500,000 families intend to buy or build a home within six months after the war. That is \$7,184,800,000.

There is a home and farm improvement market of at least \$7,500,000,000. This includes, painting, remodeling, repairs, additions.

In this survey 37 per cent of the people said they were better off than they were a year before. Only 28 per cent admitted being worse off. Some are actually saving faster than they think because 84 per cent are putting money into some form of saving—as in War Bonds.

All this adds up to big news for you, Joe, in two respects. First you'd better save all you can now so you can pay for the things you will want to buy when this war is over. Second there is going to be a lot of business in making and selling the things that have been postponed by the war. You have an excellent chance of having a good job in that business if you are looking for a job. There is also a good chance that you can start your own small business, if you want to work for yourself.

Save your money. Buy a War Bond.

"I forgot"— WON'T WIN THE WAR



Here's a MEMORY SYSTEM
that NEVER FORGETS

And there's no "forgetting" on the production line at Douglas Aircraft, Boeing and many other large industries. ROBINSON REMINDERS are standard at these plants and they are keeping the production line rolling.

In this original, perforated coupon notebook... you jot each note on a separate coupon... and when attended to, tear it out... only live notes remain.

Fillers are standard and obtainable everywhere. WRITE to our Industrial Development Department for complete information.

ROBINSON REMINDERS WESTFIELD, MASS.

HONOLULU, HAWAII, U. S. A.

The Location of "Pearl Harbor" Naval Base An Overseas integral part of the United States of America, purchasing \$150,000,000 annually from American manufacturers.

Honolulu, the "Cross Roads" of the Pacific, is destined to become the postwar focal point of Air and Steamship travel and commerce for the entire Pacific area.

If you are a manufacturer or have business interests that will require a Representative in Hawaii experienced in Overseas Commerce and general business practices in our part of the world, we solicit a connection with you and offer that representation.

Our company is incorporated under the Laws of Hawaii and has been actively engaged in business there for many years. Our Banking References are the principal banks of Honolulu.

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1800 ROOMS FROM \$4



CONNECTICUT AVE. & WOODLEY RD., WASHINGTON



We can't all wear wings

WE know how you feel, young fellow—that stout heart of yours is breaking because you can't be up there in those army bombers.

But shucks, what of it? You couldn't help it that the medicos turned you down. You wanted to fight for your country.

Well, what else do you think you're doing now? You're fighting—even though your uniform is a railroad trackman's overalls.

Every time men of your courage and character come in and apply for work that will help shorten the war,

we of The Milwaukee Road learn anew what it is that makes this nation invincible.

Out on the rolling prairies, on the endless plains of the Dakotas, or in the rugged mountains of Montana or Washington, the sound of heavy war trains rolling over your stretch of track is like the roar of a bomber to your ears.

You don't wear wings. But we thought the country you're serving ought to know about you. And we can tell you that over 5,000 men and women of The Milwaukee Road in

the armed services consider you their kind of man.

★ ★ ★

"They should not have taken a railroad man for the Army unless he, himself, clamored for military service. He is in as fine a military place as he can ever occupy when he is helping run the railroads." Colonel J. Monroe Johnson, Interstate Commerce Commission.

**THE
MILWAUKEE
ROAD**

11,000-MILE SUPPLY LINE FOR WAR AND HOME FRONTS

Capital Scenes... and



What's Behind Them

Miracle coming up

THE SENATOR said that Congress might pass a miracle before it goes home for the harvest. He has always had a pretty good opinion of Congress, if you give Congress time:

"Lots of people won't be kind," he said plaintively. "Congress puts over something simple and sensible and nobody watches it because there was no horn-blowing."

There is a reasonable probability that Congress will order Comptroller General Warren to have an inventory made of all the items ear-marked for war uses. This will likely distress Mr. Warren, who is forced to watch his force dwindle and his jobs increase, but sooner or later some one will have to attend to this chore. It may seem absurd to a people who are accustomed to take regular inventories in all their grocery stores and balance their bank books monthly, but no one knows how many factories or parade grounds or extra blankets or heavy duty trucks we own. No one has ever made any effort to make a list. There is loose talk that \$50,000,000,000 is involved, but no one knows. The Senator thinks we should find out before we try to sell these things after the war:

"But no one will pay much attention when Congress orders it done."

Might listen to business

HERE we are, he said, approaching the worst mess world trade has ever gotten into. As soon as peace is declared—any-



how as soon as the guns have cooled off—business men in all the fighting nations will be getting ready to get back to buying and selling:

"If we go on hating instead of trading we might be fighting for another 40 years."

The miracle he is hoping for is that American and British political authorities will permit business on both sides the creek to set up some kind of a representative body to advise the politicians on the things they want to buy and sell. The business men, he said, could get together on their business. Then they could advise Congress and Parliament.

Keep the professors out

HE THINKS there is a chance that Congress might do that very thing. It is still suffering from a heavy hangover

of the professors and is inclined to think that if it can understand the words there must be something screwy about the proposition. But he thinks the end of this era has about come. One by one the doubledomes are letting go of the controls and going back to their colleges:

"Sure you can quote me to that effect," he said. "Those are my very words. Only don't mention my name."

Right now there are postwar policy committees in both the House and Senate. Both hope for guidance from Bernard Baruch. He doesn't run very heavily to faculty meetings. He gets facts.

Look at the tool business

SOUTH AFRICA has been asking for small tools. Our trade has tools to sell. Three or four government agencies have been rubbing their foreheads over that problem. So has the Union of South Africa's official bodies:

"On precedent," said the Senator, "that business of selling tools might have kept a lot of brains in a fever for months."

So a body of American tool makers and exporters proposed to the governments that they get together with their prospective customers and sell the tools. It was practically an inspired solution. That's the way business always worked.



Same way with cartels

LONDON and Washington have been behind closed doors with cartel trouble. On this side the Federal Trade Commission and the Justice Department—page Wendell Birge, who inherited Thurman Arnold's affliction—and the WPB and the State Department are hard at it. An international tariff commission and an international commerce and trade commission may be formed.

"Our folks say cartels are an invention of the devil and squeeze the juice out of the common people. The British say that cartels offer hope that the Empire and Commonwealth can regain solvency when the war is over. They appeal to our innate sense of chivalry and we retort with lend-lease bookkeeping."

He does not see how we can make the British give up their cartels if they do not want to do it. They do not want to.

Who'll pay this freight?

LIKEWISE the old gentleman is beginning to worry a little about the rehabili-

tation end of the United Nations Relief and Rehabilitation program. So are some of his coadjutors in the Upper House. They hate to say anything much about it, for fear they may be accused of having hearts of stone.

"But some of us will try to find out just how far this 'rehabilitation' is planned to go. It is one thing to carry food to the starving and it is another thing to take one per cent of our national income to rebuild European factories to compete with us."

He isn't complaining. He's just worried. The way UNRRA is set up it seems to him we will provide most of the money and be outvoted 40 to one on how it will be spent. If some one would just come clean, he says, and tell us what is going on he might be satisfied. Maybe everything is okay.

The senator's quaint idea

HE SEEMS to think—now, get this—that if Americans are taken more completely into the confidence of the Government it will be due in large part to Boss Stalin of Russia:

"Here's the argument. We had been fed a diet of the Four Freedoms and the Atlantic Charter and even if it seemed kind of distant to most of us we took it all right. Somehow or other it was going to make the world free."

Then Mr. Stalin refused to send us cards for his own private party. We had our new clothes and everything but no invitation. We began to reason, said the Senator, that maybe reassembling Europe's states might not be as easy as the job first seemed to be. So we began asking about the specifications.

India is in the picture

IN SOME ill-defined way India seems to be getting into the cartel picture. There is plenty of trade in India which may be had after the war. The British want to keep it for themselves:

"You can't blame 'em for that," said the Senator. "Bless you, that's human nature. If we cut in with our fancy gadgets and low prices we will get a lot of that easy cream."

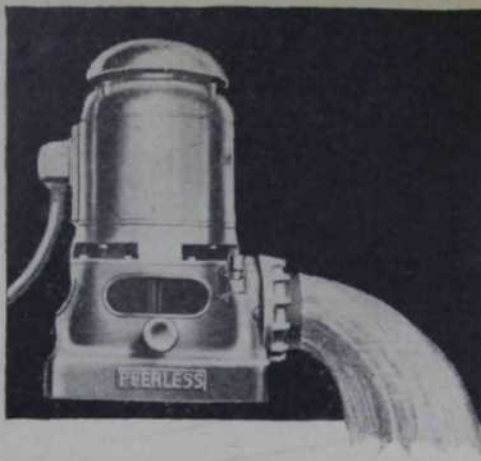
Louis Johnson went to India as a special representative of the President a couple of years ago, and his report has never been made public. The Senator offers eight to three it never will be. When asked about it, Mr. Johnson merely runs a temperature. One thing seems sure. If the British cartels sew up the India business we'll go hungry to bed.



What's cooking, anyway?

FOR instance, said the Senator, he has a hunch that Mr. Hull is in his unemotional, hard-headed, slow-going way interesting himself in some of the postwar plans which may be dimly seen under the surface.

"We hear tell on The Hill of schemes



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for the management of a lot of things in Europe—communications and oil and aviation and the mercantile marine. The same set of names keeps cropping up. We do not know on The Hill whether these things are to be private capital plus government money, or private capital with government backing, or government money and government control. Maybe it's all right. Maybe no one is trying to put anything over on any one."

But it looks to him as though some of these fancy schemes may run crosswise of Secretary Hull's long held idea that the way to get trade is to make trading easy. In which case remember that Mr. Hull has friends on The Hill.

Harping on Mr. Hull

BECAUSE, he said, there is always Cordell Hull, over in the State Department. He hates to keep on harping about Mr. Hull, he says, but the fact is he admires that old gentleman almost un governably.

"Hull has more public patience than any one I ever knew. His Department has been given the run-around by all sorts of bright people in the past 11 years. But he has kept right on pegging. He never says anything for publication that he shouldn't say. He is about as sentimental as a hunk of his own Tennessee marble. Now and then he'd run across the street and slap some cards down in front of the President."

So he is slowly getting his way. He has had more behind the scenes influence than most folks understand.



Inquiry into the Army

IT LOOKS to the Senator as though the Army may come in for some bouncing around. Congress, he said, is not pleased with some aspects of Army finance. That Canal project, for instance, was the subject of a report by the Truman committee that took the hair off. But the Army is going right on with it. The



Army pointed with pride to the fact that it "turned back" something like \$27,000,000,000 of authorizations. That looks like a saving, but in fact the Army merely refrained from going that much deeper in debt. In the furious haste of the first months of preparation, the Army spent money extravagantly. Stories are continually reaching The Hill that the extravagance persists in some elements. Congress will never stint the Army of a single dollar it needs, but Congress is regaining that sense of practicality that was, necessarily, thrown away in the first months.

In the small countries

"THE folks in my state who favor me with their thoughts," said the Senator, "mostly think we got into this war to

lick Germany and Japan. They jumped on us first. We didn't need any better excuse. We're going to lick 'em good."

Now talk is going around that we will have to take charge of the reconstituted governments of the little countries when they are free, just to see that they are set up the way we'd like it. Hitler had the same general idea. The Senator's colleagues are beginning to say in the cloakroom that maybe it isn't any of our business what kind of governments they have. Maybe the little countries wouldn't stand for it.

"If any such proposition were to be put before Congress in definite terms I know what would happen," said the Senator. "Maybe we can coax someone to talk."

How many more years?

PEACE might break out at any time. Germany might surrender unconditionally. There is a limit to the pounding any people can take. But his friends in the services tell him that 1945 is the earliest date for victory in Europe.

"No telling how much longer it will take to smash Japan."

The Army and Navy are to be considered as workmen at a big job. While we have been making progress as rapidly as could be hoped for in Africa and Italy, months have passed. Green troops do not become good soldiers until they have been blooded. Our artillery and armor in several notable categories is not as good as that of Germany. The German armies are fighting as well as they ever did. To move 4,000,000 men to Europe, crash through strong defense lines, and get into Germany may mean another winter campaign.

"Not pleasant talk. But we might as well face it. This isn't merely a war. It is a world explosion."

We're just getting into it

HE WOULD like to sit on one corner of Venus, he said—assuming that Venus has corners—and look down at this year 1944. America, he thinks, is just beginning to roll. For two years industry has done unbelievable things. Now it has settled down to production. It will turn out more of everything, though not as much of some things, than it did in 1943. There will be fewer complaints if the Government gets down to business and speaks with one voice and not with ten or 15 on matters of interest. He thinks the business men who have filtered into the Government are making their influence felt. They are still battling with a terrible mess of administrative bodies but they are being met with a willingness to cooperate now, instead of with the fuzzy theories of a few months ago.



Herbert Corey

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I don't remember very well . . .

The air stank of cordite and the earth quaked under the roar of our bombs and the surf-beat of our shells. And we figured they'd either come out of their box or the walls would fall. Our orders were to take it . . . God knows how . . . and we had to take it, even if we died, because if we didn't we were done for, anyhow.

I don't remember very well . . .

Except, somebody faked and drew their fire and I went in and put both grenades through the slit, but the one in my left hand I held a little too long . . .

I don't remember very well.

Somehow, I never thought it would end this way. I never thought I'd go home like this. But whatever comes next, I'll take in my stride because in my home town, in my home state, in my America, you can't keep a good man down!

I'll get along . . .

Because my America was built by men who kept working and fighting and moving on when

they looked licked and their time was up and they were done . . .

And all I ask is the chance *they* had, the chance of an individual fighting man when the chips are down . . . and the opportunity to go ahead in a land where nothing and nobody cuts great men down . . . where no false power builds little men up . . . where *every* man is free to make the most of himself and his ability . . . where every man and woman and child is a free *individual* . . . free to live their lives as they want them, in liberty, and equality.

That's the America I fought for.

That's the America I'll be looking for when I come back.

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